

Tightening tenure procedures, lobbying to improve government support should be priorities, says final PACIS report

By Pamela Cornell

Despite significant changes from draft form to final copy, the report of the Presidential Advisory Committee on Institutional Strategy (PACIS) will undoubtedly continue to draw fire from the U of T Faculty Association (UTFA).

At UTFA's invitation, two executive members of the Canadian Association of University Teachers (CAUT) dissected the draft version of the report's second chapter, which deals with procedures governing appointments to the tenure stream, performance appraisals, the awarding of

tenure, and dismissal for cause. That critique is published in the latest UTFA newsletter.

Several of the proposals with which CAUT takes issue are not in the final PACIS report. For example, the draft document suggested that academics in the tenure stream be promoted to a tenured position only if a "slot" were available, implying competition among probationary faculty members for a limited number of tenured posts. Moreover, the draft proposed that all tenured positions "as they became available" should be open to internal

and external candidates. With so little advantage to being in the tenure stream, said the CAUT critique, outstanding candidates would be unlikely to apply to U of T in the first place if openings with appropriate safeguards were available elsewhere.

Similar concerns were expressed during the day-long retreat in April for principals, deans and chairmen — with the result that the final PACIS report advocates having both internal and external candidates compete for a tenured position only if the original candidate receives two negative votes from members of his or her tenure committee, in which case, that candidate would still be eligible to compete for the position. The tenure committee would then be reconstituted as a search committee.

Instead of tenure decisions being made at the end of the fifth year of contract appointments, says the PACIS report, they should be made at the end of the seventh year. It also recommends that all initial tenure-stream appointees be eligible to apply for their first year of research leave at any time after satisfying the current three-year review, so there will be ample time to demonstrate substantial

scholarly achievement.

A University-wide tenure committee — proposed in the draft report — is no longer being recommended by PACIS. While apparently not opposed to the idea of such a committee, CAUT had objected to the prospect of its being "dominated or appointed by administrators chosen by the provost". CAUT said the majority sitting on such a committee should be elected faculty members.

In its final version, the PACIS report suggests that tenure committees be structured as at present, and that they take into consideration evaluations of each candidate that have been solicited from "a significant number of external appraisers of national or international distinction". The draft report had suggested seeking out six external assessments — a number CAUT termed "excessive". Colleagues who have worked with a candidate, said CAUT, are in a better position to judge that person's potential.

On the question of dismissal for cause, the draft report of PACIS had suggested that two successive denials of promotion to full professor should

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Council refers back incidental lab fee at President's request

Lack of student consultation cited

An unusual step was taken by President Ham last Thursday when he asked Governing Council to refer back to the administration a motion to impose on science students in the Faculty of Arts & Science and at Scarborough College an academic incidental fee of \$20 per student in each course with a significant laboratory content. The fee, which would have been \$10 for half courses, was scheduled to take effect in September and had been approved at the June 2 meeting of the Academic Affairs Committee. The President's unusual request was made in response to a submission from the Students' Administrative Council (SAC).

"In my view," said the President, "fees like this are appropriate and I understand that the students have no objection to the fees themselves but to the process whereby the proposal was brought forward to Council. I have an appreciation of a strong sense among the student body that it has not had an opportunity to express an opinion."

The President also said he shared SAC's concern that such an incidental fee might constitute an alternative form of tuition fee (under guidelines set out by the Ontario Council on University Affairs) and therefore be in contravention of government restraint legislation that places a five percent ceiling on tuition fee increases for the coming year.

Tony Clement, a student member on Council, said he was sure the fee would have been overwhelmingly approved by students if there had been time for adequate discussion and debate before most had left campus for the summer.

"Our opposition is not to the fee itself but to the way the fee has been imposed from above, without consultation and without very serious questions being adequately answered."

Clement objected to what he termed "a double standard" that requires student societies to propose a fee change publicly by Feb. 15, while the adminis-

tration could bring forward a fee proposal for its first public airing as late as June.

Professor Jean Smith, chairman of the Academic Affairs Committee, protested that the business of the University could not come to a standstill while the students were not around. He said it was well within the terms of reference of his committee to have approved the proposed incidental fee. Alumnus Douglas Appleton said a motion to refer the proposal back had been very narrowly defeated by the committee, of which he is a member.

President Ham's request to refer the proposed fee back for further consideration was approved by virtually all Council members at Thursday's meeting. Voting against the move, however, was Professor Kenneth McNeill.

"I agree that the timing has been poor," he said, "but there was a serious attempt to solicit opinion from a number of students directly affected by the proposal."

"We need this money desperately. Our labs are all in a very bad state which is hardly surprising when you consider that the amount we have available in the physics department is six dollars per student per year. This is an attempt to bring that figure back to what it was five years ago."

After appropriate review, the proposal covering incidental fees for science students will probably be brought to the Academic Affairs Committee in the fall.

An academic early retirement program was approved in principle by Council, along with authorization for the administration to establish a separate fund for support of the program by borrowing up to \$5,179,000, without an interest charge, from the University's general building fund, with a view to seeking special funding from the Ontario government to pay back the loan.

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Atwood and fan

The degree of Doctor of Letters, *honoris causa*, was conferred on Margaret Atwood at the Convocation for Victoria and Woodsworth Colleges June 14. She was presented by University Professor Northrop Frye, Chancellor of Victoria University, who noted in his citation that "early reviews of (Atwood's) work grudgingly admitted that she really wrote very well for a Canadian, and when her novel *Surfacing* appeared in paperback it carried a blurb asserting that it was one of the most shattering novels ever written." But, said Frye, Atwood, "like the CN Tower, is a free-standing structure, and needs no patronizing props of reference to her sex or nationality". And, like Goldsmith, he said, she has touched nothing that she has not adorned, and she shows no sign of peaking or of starting to repeat herself.

Atwood's Convocation address is on page 9.

Pacis report

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be included among the possible grounds for considering dismissal. That proposal had been dropped before the final PACIS report came out but not before it had provoked an outraged response from CAUT.

Still in the report, however, is the statement that two consecutive awards of zero merit increment to a tenure-holder could result in "the possibility of dismissal procedures". CAUT protests that such a move would alter the meaning of a tenured appointment.

Probably the most contentious single item surviving from the draft report is the prospect of tenured appointments being terminated as a result of "academic reshaping". CAUT objects that to base dismissal decisions on non-academic factors would not only be unacceptable but would also be unenforceable, since faculty members have contracts of employment defined under the current *Memorandum of Agreement* between UTFA and the University.

Unproductive faculty

Following criticism of the draft report for implying that U of T was burdened with significant numbers of unproductive faculty, the committee deliberately changed the emphasis in the final report, says Vice-President & Provost David Strangway, chairman of PACIS.

"By and large, the faculty here *are* productive and things *are* going well. I don't think the committee meant to imply that there are lots of turkeys out there waiting to be shot at. Our point was that, because we can make so few appointments, careful selection is vital. And if excellence is what we're looking for when we hire someone, it should be a criterion in that person's continuing appointment."

The PACIS report proposes that once tenure is granted, there should be more explicit reciprocal obligations on both the individual and the University.

"A general tenure contract, satisfactory to the faculty association and the administration, should be signed, in which it is clearly stated along with the University's commitments to the tenure-holder that the commitment to maintain excellence in either teaching or research and competence in both is explicitly affirmed by the tenure holder. Failure to do so would unequivocally be accepted as reasonable grounds for a warning that dismissal procedures could be initiated. Our assumption is that in the great majority of cases such failure will not occur."

The CAUT critique calls the proposal "objectionable", saying it implies a lack of confidence in both the faculty member and in the proposed tenure system itself. Strangway says a contract would re-

inforce the University's emphasis on excellence by bolstering the requirement in the *Memorandum of Agreement* that a faculty member merely maintain reasonable competence.

CAUT criticizes the PACIS report for seeking "easy solutions to difficult, but not unmanageable, problems", for administrative convenience. The provost says that, while mechanisms do already exist to weed out unproductive individuals, there is little incentive to use those mechanisms when there is the danger that, if someone is terminated, that salary could be lost from the unit's budget. That's where the PACIS recommendations for complement targets should prove useful, says Strangway, adding that he regards that section as one of the toughest in the report.

"If each division is to plan properly," says PACIS, "the overall complement target must be distributed to faculties and in turn to departments, or to groupings of cognate disciplines. The assignment of such 'envelopes' would be based on historical patterns, on what is achievable, and on the directions the University as a whole has decided it should be taking."

"The committee believes that the Office of the Provost should proceed without delay to develop faculty complement numbers together with target ratios of tenure to tenure-stream faculty for all academic units . . . By giving each unit a complement target . . . and a commitment not to change it for three years, there would be a local incentive to ensure that planning and evaluation of faculty were carried out effectively. . . . In filling authorized positions, the committee also recommends that department or faculty appointment committees should include representation from outside the department (or faculty) to enlarge the perspective brought to bear on initial hiring decisions."

Tangible rewards

The excellence theme surfaces again in the PACIS report's statements on the allowance for progress-through-the-ranks (PTR), which is awarded on a discretionary basis to faculty members in relation to individual merit. Anticipating "lean" salary settlements for the balance of the decade, PACIS urges that PTR have priority over across-the-board economic adjustments intended to protect faculty salaries from erosion by inflation.

"Failure to award PTR increases in accordance with merit is simply unacceptable," says the report. "Detailed explanations should be required from the heads of academic units where discretionary salary awards fall into a range

that is significantly narrower than for the faculty as a whole. Similarly, because discretion permits tangible rewards for truly outstanding performance, it should be clearly conveyed to each academic unit that a very few large PTR increases are expected each year as a matter of course."

For faculty members whose performance is decidedly undistinguished, several suggestions are made. These include early retirement schemes, reduced responsibility appointments, more frequent leaves with appropriate salary reductions, and alternative workloads for those who are weak in some areas of their responsibilities.

"A faculty member might be asked to accept, for example, a substantially increased teaching load in return for the prospect of continued progress through the ranks and increased merit pay if the redefined responsibilities are effectively discharged."

To encourage faculty members to shift fields of interest should their teaching or research interests cease to be consistent with their department's or the University's priorities, the PACIS report recommends providing educational leave for alternative training.

Individual performances would not be the only ones to be scrutinized if the PACIS recommendations are implemented.

"Each individual academic unit within the University must be expected to give evidence that its claims of excellence have been subjected to searching appraisal in order to justify the funds allocated to it . . . Internal academic reviews should be scheduled to precede a change or renewal of academic leadership as is already the case with centres and institutes. This is an opportunity to review achievement, define problems, develop plans, and set fresh priorities."

The PACIS report stresses that the results of each review must be acted upon.

In cases where a major change in a unit or series of related units is being considered, the report suggests that the provost should name a small review committee to advise him and, through him, the President and the Governing Council about how the change can best be effected.

Boost public support

Shifting its attention from internal matters to the realities of the external environment, the PACIS report proclaims that "any institutional strategy for the next few years must give first priority to initiatives aimed at improving government support". To this end, it advocates a three-fold approach: (a) direct contact with elected government representatives and their senior civil servants; (b) the enlistment of support from Ontario business and labour leaders; and (c) the enhancement of public support for the University, with particular emphasis on alumni, students and their parents, and University employees.

The report warns that unless total available funding increases, it may be necessary to reduce the share going to salaries and benefits.

"An essential component of institutional strategy to the University of Toronto should be a significant increase in the amount of operating expenditures devoted to library, equipment, and physical plant as well as the other elements of the support services."

With \$24 million in deferred maintenance, the buildings are steadily becoming less efficient places in which to teach and do research, says the report. Half the 110 University-owned buildings are more than 50 years old and therefore require repair and maintenance on a scale unmatched at any other Ontario university. The report maintains that U of T warrants special treatment by the Ontario government, especially since government fire safety and occupational health and safety requirements have required considerable expenditures in recent years.

Special consideration should also be sought for the Robarts Library, which has been rated as the sixth most im-

portant research library in North America and is thus a critically important resource. The report points out that U of T is the only Ontario university to have maintained the purchasing power of its library acquisitions budget over the past six years, but not without trade-offs. While library staff has been decreased from 626 in 1974 to 494 in 1982, loans to external borrowers are up 360 percent, with the increase in borrowing by York University faculty and graduate students being particularly striking.

"The only way to avoid still further, perhaps irredeemable deterioration may be through such drastic steps as charges for library loans to external users."

Waste of resources

Depletion of support staff is another concern the PACIS report raises. It notes that the faculty/secretary ratio has increased from about six-to-one in 1969-70 to 12-to-one in 1982 for two representative departments. Similarly, the numbers of technical personnel in two representative science and engineering departments decreased from 37 and 19 in 1969 to 24 and 16 in 1982.

"It is a shocking waste of resources to turn highly-trained scholars and scientists into usually inefficient secretaries and technicians rather than letting them get on with the tasks for which they have been trained."

The report calls attention to shortages of supplies and up-to-date computer facilities, as well as to the critical equipment problem in U of T labs. PACIS notes that it is not uncommon for a research group to be allocated only two or three days per month when its particular analyses can be performed — producing aggravating delays.

"It is important that major efforts be launched by the University . . . to achieve more adequate overhead charges on research grants and contracts undertaken in response to particular requests."

Since U of T is largely an institution for students who commute, increased availability of lockers and lounge areas would be particularly beneficial, suggests the report. It adds that immediate consideration should also be given to expanding residence facilities on campus, since the residence experience is an important facet of university life to many students and could be employed to great advantage in the recruitment of outstanding students from within Ontario and Canada, as well as internationally.

On the question of increasing revenue by increasing enrolment, the report takes the view that more students would only exacerbate the funding problem.

"In general, the professional faculties, the social sciences and the basic sciences cannot handle more students without the addition of substantial funds. Any capacity to increase enrolment is mainly in the humanities. The Faculty of Arts & Science is exploring was of admitting students preferentially to these areas."

New look at fundraising

A major change advocated by the report is in the realm of private funding.

"At present, this University's fundraising activities are centred around episodic public campaigns, in addition to annual alumni campaigns. The University should instead engage in large-scale fundraising on a continuing basis."

"Experience demonstrates that donors are attracted to the support of specific programs or projects rather than to the support of general operating needs . . . To encourage special gifts, the University's present policy regarding endowment of chairs and buildings should be extended. In addition to requiring named chairs and buildings to be fully funded, donors should be informed that their names can be attached to professorships, wings or rooms in buildings, specific laboratories and specific library collections, by making gifts of substantial but smaller size. It should also be possible for alumni of the Faculty of Arts & Science to contribute more readily to departmental, rather than only to college, campaigns and projects."

Governing Council

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Professor McNeill objected to the interest-free aspect of the loan from the building fund. Assuming an interest rate of 10 percent, he said, the fund would have lost a million dollars after two years. His concern was endorsed by graduate student Lois Pineau and government appointee St. Clair Balfour.

"If interest were included in the cost of funding this early retirement scheme," said Balfour, "it may be that the price is not as satisfactory as it seems."

Bob White, assistant vice-president (finance), said there was not much to be gained in charging interest "to ourselves" since it would have to be charged to the operating budget and the whole point of the early retirement scheme is to reduce the operating budget expenditures.

Jean Smith expressed concern about a lack of preliminary discussion with the faculty association before the plan was brought forward for approval by business affairs and planning and

resources. He told Council that UTFA is launching a grievance procedure on the basis that the retirement scheme constitutes a departure from the current collective agreement.

Professors Frank Iacobucci and Mike Uzumeri opposed Smith's view that the scheme departed from the *Memorandum of Agreement*. They pointed out that since the entire scheme was voluntary, it imposed nothing on faculty members.

Council also approved:

- re-naming the old observatory building the Stewart Observatory
- the appointment of Faculty of Music dean Gus Ciamaga as acting principal of the Royal Conservatory of Music, from July 1, 1983 to June 30, 1984
- in principle, academic policy in the Report of the Presidential Working Group on the Academic Role of the Colleges on the St. George Campus
- a proposal for a DDS, MSc/PhD program to be offered jointly by the Faculty of Dentistry and the School of Graduate Studies.

Salary and benefits still being negotiated

July pay may have only merit increase

Unless salary negotiations with the administration are settled soon, the July paycheques of U of T's staff and faculty will not reflect their full increases for 1983-84.

Discussions over the costs of pension and benefits within the provincial wage restraint legislation have held up agreement on the economic increase. Even if it is not settled in time for inclusion in the July cheques, the merit increment for those earning less than \$35,000, as permitted by Bill 179, will be paid beginning in July. The economic increase will then be added when it is known to the first pay cycle in which it can be handled.

If the administration and the University of Toronto Faculty Association (UTFA) or the University of Toronto Staff Association (UTSA) appeal to the Inflation Restraint Board to settle

their differences, it could take four to eight weeks between the application and the decision. To this would have to be added the time required to process the increase in the payroll.

It is still possible, says Bob Brown, director of personnel, for the whole increase to make the July paycheques. Putting the merit component in ahead will simplify the task so that it takes less time than it has in the past. "It gives us a little more breathing space. We're working on a program to make it possible to implement it as quickly as possible, keeping our technical options open."

Harvey Dyck, president of UTFA, says he feels there is still time to settle, since the salary adjustment does not have to be made until the end of July, though it applies from the beginning of the month. "Both sides

are faced with great difficulties on account of the absence of any mechanism for resolving disputes," says Dyck. "There is no recourse to an arbitrator or mediator this year."

David Askew, head of the negotiating team for UTSA, says until the faculty settlement has been deter-

mined the staff will not be ready to settle. "There's a tradition of having an equivalent settlement, and we're relying on that." However, he is optimistic that agreement will be reached in time for the entire increase to make the July pay.

Academic affairs recommends wider terms of reference

Responsibilities of all committees to be reviewed this summer

A recommendation by the policy review working group of the Academic Affairs Committee that the committee's terms of reference be widened has gone to the Executive Committee, which would be responsible for advising Governing Council on such changes.

During the summer, a group composed of this year's and next year's standing committee chairmen will review the terms of reference of each committee in order to present a recommendation to the Executive Committee in the fall.

The proposal by the working group would affect the Planning & Resources Committee as well, since it recommends that policy on research and academic services be the responsibility of academic affairs. It also suggests that the committee be given the power to approve minor changes in the constitution of councils and faculties.

"Council really ought to be able to devote its time to discussing the major issues rather than being nickel-and-dimed to death," says Jean Smith, chairman of academic affairs. "It would eliminate a lot of the debris that falls on Council and would improve its image."

Placing research and academic services under one roof, says Smith, would bring the University into line with other universities. "The system here is peculiar. It's absurd to divide the research and academic function.

They're opposite sides of the same coin and most other universities operate under that principle." Academic services include the U of T Computing Services, the library, the Media Centre and the registrarial function.

If the transfer of responsibility were made, planning and resources would have more time to consider planning and budget policy, which require more attention, says Smith. Planning and resources would continue to advise Governing Council on the resource implications of academic services and research changes.

The working group considered recommending the merging of the two committees, he says, but decided that each serves a useful purpose. What they came up with is "a modest change".

All the academic affairs of the University ought to be handled by a single committee, the group felt, while the budget and the monitoring of financial activities ought to be handled by a separate committee.

"The academic affairs should be in one shop within both the administration and Governing Council," says Smith. The report does not spell out the suggestion that changes be made in Simcoe Hall as well, but it is implied, he says.

Early retirement scheme approved in principle

UTFA launches grievance over procedure

A voluntary early retirement scheme has been approved in principle by the Business Affairs and Planning & Resources Committees and Governing Council, but the University of Toronto Faculty Association (UTFA) has launched a grievance against the administration for changing the terms of employment without its approval.

The association strongly supports an early retirement program, says UTFA president Harvey Dyck, though there are details it would like changed. "Agreement could be reached very quickly — in time for Governing Council this month. We have no intention of holding up such a program, but it must be done in accordance with the *Memorandum of Agreement* and Bill 179.

A special meeting of a joint committee of UTFA and the administration was held June 4. The complaint was rejected. The grievance is now in the provost's hands, and Dyck says consideration is being given to taking it outside the University to the Inflation Restraint Board.

Terms of the program approved by planning and resources and business affairs dictate that:

- the faculty member must have requested the early retirement
- the retirement must be in the best interests of the University
- academic programs will not be seriously impaired
- there must be a net financial saving to the University
- the retiring allowance must relate to years of service
- early retirement funds must be available

Funding for the scheme, it is hoped, would eventually be provided by the government in the form of special grants. For the time being, the University could use its general building fund, replacing money borrowed for the scheme with revenue from the sale or development of surplus property at Scarborough College, the administration says. About \$5 million would be required initially.

Eligible for the program would be full-time faculty members of at least age 55 with five or more years' participation in the U of T pension plan. Participation in medical, dental, group life insurance and benefit schemes would continue until age 65. An allowance based on the number of years of service would be offered, with the option of a part-time contract of no more than half-time.

A faculty member who retires early under the current arrangement loses five percent of the pension for each year before age 65. Under the proposed program, he could waive all or part of the actuarial reduction to the pension and have the retiring allowance reduced by the value of the waiver. The allowance could be paid into a tax shelter or as a lump sum. Alternatively, the early retiree could take the normal early pension plus a retiring allowance calculated as 26 weeks' salary and could work part-time if desired.

The program would only be available for a limited period of time.

Student services centre to be named in honour of donor and fundraiser Murray Koffler

The student services centre to be housed in the former Metro central reference library at 214 College St. will bear the family name of Murray B. Koffler, founder and chairman of the board of Shoppers Drug Mart Limited. A graduate of the University's pharmacy program (4T6), Koffler has donated a substantial amount of money to the project and has agreed to assist in a campaign to provide additional support.

When the Governing Council voted Thursday to name the facility the Koffler Student Services Centre, part-time undergraduate student Marija Hutchison said the formal letter infor-

ming Koffler of the outcome of the vote should include a special statement of appreciation on behalf of students at the University.

To be housed under one roof for the first time will be the Career Counseling & Placement Centre, Health Service, Housing Service, Student Awards Office, Services to Disabled Persons, and the University's Bookroom and Textbook Store.

The Koffler Student Services Centre is scheduled to be ready for occupancy by about January 1985.

Summer planetins

The summer issues of the *Bulletin* will be published on Monday, July 25 and Monday, August 22. Please note the following deadlines for receipt of material for these papers at the *Bulletin* offices, Department of Information Services, 45 Willcocks St.

July: Events listings, *Monday,*

July 11; other material, *Friday,* July 15.

August: Events listings, *Monday,* August 8; other material, *Friday,* August 12.

The publishing schedule to the end of the 1983-84 academic year will be in the Tuesday, Sept. 6 issue.

PhD Orals

Since it is sometimes necessary to change the date or time of an oral examination, please confirm the information given in these listings with the PhD oral office, telephone 978-5258.

Tuesday, June 28
Dushandhan S. Vaithilingam, Department of Anatomy, "The Immunogenetics of Erythropoietic Progenitor Cell Differentiation." Prof. A.A. Axelrad. Room 309, 63 St. George St., 10 a.m.

Wednesday, June 29
George Carayanniotis, Department of Immunology, "Studies on the Immunogenicity of Minor Histocompatibility Antigens." Prof. P. Halloran. Room 309, 63 St. George St., 10 a.m.

John Jacob Van West, Department of Anthropology, "Independent Fishermen in the Port Dover Fishing Industry: A Case Study of Their Productions and Market Relations." Prof. S.B. Philpott. Room 111, 63 St. George St., 1 p.m.

Nabil Naguib Wahba, Department of Aerospace Science & Engineering, "Response of a Plaster-Wood Room Subjected to Simulated Sonic Booms." Prof. I.I. Glass; co-supervisor, Prof. R.C. Tennyson. Room 309, 63 St. George St., 2 p.m.

Thursday, June 30
Mary A. Ruggiero, Department of Metallurgy & Materials Science, "A Study of Microstructural Defects and Their Causes in the Cd-CuCd₃ Eutectic." Prof. J.W. Rutter. Room 309, 63 St. George St., 10 a.m.

Monday, July 4
Thomas Lawrence Walkom, Department of Economics, "The Daily Newspaper Industry in Ontario's Developing Capitalistic Economy: Toronto and Ottawa, 1871-1911." Prof. D.E. Moggridge. Room 309, 63 St. George St., 2 p.m.

Tuesday, July 5
Rosemary Keogh, Department of Education, "Self-Efficacy: Underlying Mechanism of Behavior Change and Determinant of Coping Behavior." Prof. C. Christensen. Room 309, 63 St. George St., 2 p.m.

Wednesday, July 6
Moyra Elizabeth Brackley, Department of Anthropology, "Polymorphism of Serum Paraoxon Hydrolysing Activity in a Canadian Jewish Sample." Prof. A. Ray. Room 301, 65 St. George St., 10 a.m.

Nancy Ellen Williams, Department of Zoology, "A Comparative Study of Chaetotaxy in Larval Trichoptera with Special Reference to the Limnephilidae." Prof. G.B. Wiggins. Room 309, 63 St. George St., 10 a.m.

Fernando Ferreiro, Department of Education, "Perceived Self-Efficacy as a Predictor of Continuous and Non-Continuous Users of the Sympto-Thermal Method of Birth Planning." Prof. C. Christensen. Room 309, 63 St. George St., 2 p.m.

Tuesday, July 12
Enzo Thomas Cocuzzi, Department of Clinical Biochemistry, "Studies of the Structure and Function of Apoprotein B in Human Low Density Lipoprotein." Prof. W.C. Breckenridge. Room 309, 63 St. George St., 2 p.m.

Friday, July 15
Djam Dung Djap, Department of Education, "Proverbal Understanding and the Development of Part-Whole Reasoning Skills." Prof. P. Gamlin. Room 309, 63 St. George St., 2 p.m.

Monday, July 25
Bernard C-K. Choi, Department of Community Health, "The Epidemiology of Brain Tumours." Prof. A.B. Miller. Room 309, 63 St. George St., 2 p.m.

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Buying an air conditioning system for your home is something that requires **proper consideration, not impulse buying**. Taking the first or lowest bid just to get the system in and be comfortable may be a big mistake.

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Research News

SSHRC — Women and Work
Guidelines for the "Women and Work" strategic grants program of the Social Sciences & Humanities Research Council are now available at ORA. Deadline for applications to the program is *August 1*.

For further information, contact ORA at 978-2163.

Paralyzed Veterans of America's TRF
The Paralyzed Veterans of America's Technology and Research Foundation (TRF) has announced its interest in soliciting grant applications that will concentrate their research goals in the areas of spinal cord injury and/or diseases.

The TRF awards research funding twice a year. At this time, the foundation is interested especially in receiving proposals that focus on the applied medical, technological and psychosocial research areas related to spinal cord injury and/or disease. These proposals will be considered for funding at the Nov. 5 meeting of the foundation's board of

trustees. Other types of proposals may also be considered at this meeting, but top priority will be given to those areas mentioned above. The deadline for receipt of proposals for the November meeting is *July 1*.

Beginning with this grant cycle, proposals of a design development nature must utilize the new TRF guidelines specific to such grants. The format of these new guidelines recognizes the special elements involved with design development such as engineering data and testing strategies. These new guidelines have been included in the revised TRF Guidelines and Procedures for Grant Proposals. Anyone interested in submitting a research proposal is required to use the appropriate TRF guidelines which can be obtained by contacting the TRF office at: Paralyzed Veterans of America's Technology & Research Foundation, 801 Eighteenth St., N.W., Washington, D.C. 20006. Telephone 202-872-1300

Upcoming Deadline Dates:

Canadian Diabetes Association — research grants: *new date, July 1*.
Deafness Research Foundation (US) — new applications: *July 15*.
Health & Welfare Canada — post-doctoral fellowships, national health research scholarships (new only), national health scientists (new and renewal) and visiting national health scientist awards: *July 31*.
National Institutes of Health (US) — all new grant applications that use Form PHS 398 (except for research career development awards, research scientist development awards, conference grants, program projects and centre grants): *July 1*.
Physician's Services Inc. Foundation — research grants: *July 4*.
U of T, Pure & Applied Sciences Committee — small grants competition: *July 15*.

Job Openings

Below is a partial list of job openings at the University. Interested applicants should read the Promotional Opportunity postings on their staff bulletin boards, or telephone the Personnel Office for further information. The number in brackets following the name of the department in the list indicates the personnel officer responsible. Please call: (1) Sylvia Holland, 978-6470; (2) Steve Dyce, 978-5468; (3) Jack Johnston, 978-4419; (4) Elaine Preston, 978-2112; (5) Barbara Marshall, 978-4834; (6) Penny Tai-Pow, 978-6496.

Laboratory Technician I
(\$14,130 — 16,620 — 19,110)
Pharmacology (5)

Laboratory Technician II
(\$17,300 — 20,350 — 23,400)
Banting & Best Medical Research (5), Department of Medicine (2), Pharmacology (5), Nutritional Sciences (5), Pharmacy, 50-60 percent full-time (5), Ophthalmology (2)

Laboratory Technician III
(\$19,110 — 22,480 — 25,850)
Banting & Best Medical Research (5), Dentistry (4)

EM Technician II
(\$17,300 — 20,350 — 23,400)
Microbiology (5)

Programmer II
(\$21,210 — 24,950 — 28,690)
NCIC Epidemiology Unit (5)

Programmer III
(\$26,140 — 30,750 — 35,360)
Computing Services (3)

Research Officer I
(\$15,540 — 18,280 — 21,020)
NCIC Epidemiology Unit (5)

Library Technician III
(\$12,830 — 15,090 — 17,350)
Law, 50 percent full-time (3)

Library Technician IV
(\$14,130 — 16,620 — 19,110)
Law (3)

Administrative Assistant I
(\$17,300 — 20,350 — 23,400)
Admissions (2)

Administrative Assistant II
(\$22,410 — 26,360 — 30,310)
Innis (4)

Administrative Assistant III
(\$27,560 — 32,420 — 37,280)
Family & Community Medicine (2)

Program Adviser
(\$20,200 — 23,760 — 27,320)
Hart House (2)

Production Manager - Food Services
(\$27,560 — 32,420 — 37,280)
Hart House (2)

Document Editor & Coordinator
(\$21,210 — 24,950 — 28,690)
Computing Services (3)

Staff Development Officer Personnel Officer III
(\$30,600 — 36,000 — 41,400)
Personnel (5)

Director
(\$37,370 — 46,710 — 56,050)
Guidance Centre (3)

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Gerontology to become research-based program

The Program in Gerontology has received a \$300,000 three-year institutional award from the Social Sciences & Humanities Research Council (SSHRC). The grant will enable the program to appoint a research coordinator and develop an information centre, which will include a multi-disciplinary data base for use by researchers at the University and elsewhere.

The gerontology program was established in 1979 as a multi-disciplinary university-wide centre to develop, facilitate and conduct research and education in aging and the aged. The first four years of operation were funded by a grant of \$400,000 from Associated Medical Services, Inc., a non-profit granting agency.

The appointment of the program's director, Dr. Blossom Wigdor, has been extended for a further two years, to June 30, 1985. A new executive committee, to which the program will be accountable, has been established. Members are: Dr. Edward Kingstone (*interim chairman*); Professor Nancy Howell, associate dean, School of Graduate Studies; Professor Victor Marshall, associate professor, Department of Behavioural Science; Dr. Wilfrid Palmer, chairman of the Department of Family & Community Medicine; and Dr. Wigdor, *ex-officio*. Prof. Marshall has been appointed to chair the program's research committee.

The Planning & Resources Committee approved new plans and objectives for the program last month following recommendations of an internal review committee and an external appraiser that the program become primarily research-based, and that it work towards eventual membership in the graduate school.

The program will continue to be centrally involved in the teaching activities of Woodsworth College's diploma in gerontology and will continue to encourage and facilitate communication among the clinical and biological sciences, social sciences and humanities in the field of aging and the aged.

Base budget support from operating funds will be provided for 1983-84. It is anticipated the program will become self-sustaining, or nearly so, by the time of its next review, scheduled for 1985-86, says Dr. Edward Kingstone, vice-provost (health sciences).

Change in library loan regulations

Due to budgetary constraints, loan regulations of the University of Toronto Library have been changed as follows:

At the Robarts, science and medicine, engineering and pharmacy libraries, the loan period is three weeks, with no renewals. Faculty members may request one renewal in person *only*. There is no change in regulations for periodicals.

Regulations remain the same at the Sigmund Samuel Library.



ROBERT LANSDALE

Police graduates

Five Metro Toronto police officers are the first graduates of a new certificate program in law enforcement and administration at Woodsworth College. Constable William Blair, Inspector Graham Wilson, Sergeant Ronald Gillis and Constables Keith Gibbons and Stephen Bone received their certificates at Convocation June 14. The program is the result of collaboration between Woodsworth principal Peter Silcox and Police Chief Jack Ackroyd, who wanted both officers on the beat and those in administrative positions to upgrade business and administrative skills at the university level. About 100 people are currently enrolled in the program. The majority are from the Metro police force, but there are also officers from the RCMP, OPP and regional police forces.

Sale or development of Scarborough land fails to get approval in principle

The Planning & Resources Committee has referred back to the administration a recommendation for approval in principle of the sale or development of land at Scarborough College to bolster the University's general capital fund.

In 1981, Governing Council approved the sale of up to \$1.5 million of University land at Scarborough College in order to finance a portion of the cost of a new library. The administration has now asked for expansion of this approval in principle so that if opportunities arise the University can act quickly to sell or develop its properties.

Because the college's physical plant and campus south of Ellesmere Road can accommodate its present enrolment, which is not expected to increase, all of the University's land north of Ellesmere Road and a 1.8 acre parcel at the corner of Military Trail and Ellesmere Road could be used for

other purposes. However, says the administration, the land should be developed as a package.

The committee referred the question of how parking and residences would be provided on the southern section back to the administration.

Correction

Professor Walter Zingg's appointment as director of the Institute of Biomedical Engineering was incorrectly reported as a reappointment in the June 6 *Bulletin*. It is a new appointment, effective July 1, 1983 to June 30, 1988.

First step to integration of music faculty and conservatory in July

A task force planning the integration of programs, services and resources of the Faculty of Music and the Royal Conservatory of Music has recommended to the administration that facilities, instruments and public relations functions be shared as far as possible from July 1, when G.S. Ciamaga, dean of the faculty, takes over as acting principal of the conservatory. (The interim report of the task force is on page 6.)

By the beginning of August, a draft report from the task force will be circulated, and in September meetings with staff and students of both institutions will review it. It is expected that final recommendations will be taken to Governing Council in November and a

search committee for a head of the new integrated unit will probably be set up in November. The new unit is to be in place by July 1, 1984.

Meanwhile, the University has advertised inviting developers to submit proposals for redevelopment of the McMaster building, which houses the conservatory. The building would require extensive renovations if the music unit were to be located there. Once the task force has announced its plans for general organizational structure and governance of the unit, relocation will be considered, says Vice-Provost Roger Wolff.

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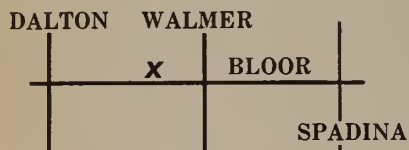
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Review of the Faculty of Music and the Royal Conservatory of Music

The following is the interim report of the Provostial Task Force to Review the Faculty of Music and the Royal Conservatory of Music.

Progress

The task force began its deliberations in January 1983 and has held regular meetings since that time. During this period the task force has operated primarily in a fact-finding mode. A number of individuals or groups of individuals have either met with or presented written statements to the task force. A wide variety of issues and concerns have been raised at the meetings, but the most succinct summary of the issues appears in the report of the Hamilton Committee: "... the University of Toronto offers musical education through two separate and distinct institutions ... and no mechanisms have been developed whereby an effective dialogue can continue directed towards the clarification of roles,

optimization of facilities and avoidance of duplication of educational courses."

The task force has reviewed a wide variety of means to address these issues. No clear option has been selected. The task force recognizes the positive value of the activities performed within the two divisions and acknowledges the need for continuity. However, it may not be possible for all aspects of both divisions to remain within the University. Nevertheless, the overall objective of integration of programs, services and resources of the two divisions remains as a target for the task force.

To this end the task force will undertake to develop a general plan for an integrated unit which outlines long-term goals and objectives and general organizational structure and governance of the unit. The task force will not consider the specific details of components of the new unit, but will recommend an implementation process whereby individuals actively engaged in the teaching of music in its various aspects can play a significant role.

Timetable

To date, the task force has limited its fact-finding meetings to individuals, or groups of individuals from within the University of Toronto. In the next phase of its activities, the task force will meet with individuals from outside the University in an attempt to identify the opportunities and expectations identified by the professional music community.

The task force proposes to work in accordance with the following timetable which takes into account points as noted:

1. August 1983 - Draft report circulated.
2. September 1983 - Open meetings with staff and students of the Royal Conservatory and Faculty of Music to review draft report.
3. October 1983 - Preparation of a final report to be taken to the Council of the Faculty of Music and the Assembly of the Royal Conservatory.
4. November 1983 - Recommendations taken to the appropriate commit-

tees of the Governing Council of the University of Toronto.

5. Late November 1983 - Search committee established for the "Head" of Music.

6. January-June 1984 - Detailed planning for the new Music Unit, including physical facilities.

7. July 1, 1984 - The new Music Unit in place, but continued development to take place over a number of years.

Immediate Recommendations

The terms of reference for the task force are clearly directed toward long-term issues and, in particular, the task force was asked to develop a plan for integration which can be implemented July 1, 1984. With the appointment of the dean of the Faculty of Music as acting principal of the Royal Conservatory for 1983-84, the task force recognizes that some steps can be taken immediately.

Therefore, with the intent of facilitating a smoother integration of all resources by July 1, 1984, the task force recommends that the University administration undertake steps to accommodate joint administration of the following resources for the period July 1, 1983 to June 30, 1984:

- physical facilities
- instruments
- public relations and promotions

*A.F. Johnston
Principal
Victoria College*

*D.W. Lang
Director of Planning
Assessor*

*R.W. Missen
Faculty of Applied Science &
Engineering*

*G.B. Payzant
Faculty of Arts & Science*

*W.G. Pitman
Executive Director
Ontario Arts Council*

*R.N. Wolff
Vice-Provost
Chairman*

June 1983

UTFA holds off on fundraising drive

The University of Toronto Faculty Association (UTFA) has decided not to go ahead with an internal fundraising drive until the fall. An emergency drive was proposed by UTFA, the U of T Staff Association and the Students' Administrative Council in March.

When UTFA learned it was too late for such a campaign to have an effect on hiring for the academic year beginning July 1, it decided to continue planning, but delay the implementation. One of the policy issues it is trying to sort out, says UTFA president Harvey Dyck, is how to make sure funds raised to keep jobs and student services are targeted for those purposes.

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a big iron pot which is kept hot at your table. The ingredients are boiled shrimps, lobster tail, crab legs, scallops, white fish and fish cake, green vegetables, and bonito stock. Soup, appetizer and dessert are included. Vegetarians will like the *shyo-jin-ryori* complete dinner—a fascinating melange of crisp oriental vegetables. There is accommodation for parties of four or more. Licensed. AmEx, Chgx. 459 Church Street, 924-1303. Noon-2:30 5 p.m. to 11 p.m. Mon.-Fri. Sat. 5 p.m. to 11 p.m. Closed Sunday. ★★

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Report of the Presidential Advisory Committee on Institutional Strategy

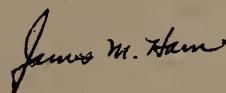
June 16, 1983

To Members of the University

I am pleased to put before the University community the Report of the Presidential Advisory Committee on Institutional Strategy (the PACIS Report). The Committee, established in July 1982 under the leadership of Provost David W. Strangway, was asked to make recommendations for strategic direction in response to the situation of the University of Toronto in Ontario and Canada.

It is critically important for the University of Toronto to reaffirm that for which it stands, in teaching, research, scholarship and public service, to strengthen its policies for academic appointments and academic development, to resolve to sustain a sound balance between the payment of its faculty and staff and the infrastructure of support for its people, and to win improved public and private support for its endeavours. To grapple with such basic issues in other than simple rhetorical terms is difficult indeed. The Report and its recommendations are worthy of careful consideration by all members of the University.

I express deep appreciation for the sustained commitment that all members of the Committee and its assessors have made to a difficult but essential task.



James M. Ham

Memorandum to: Principals, Deans and Directors
From: James M. Ham
Re: Establishment of a Presidential Advisory Committee on Institutional Strategy

The purpose of this memorandum is to define the function and membership of a Presidential Advisory Committee on Institutional Strategy that I am establishing.

The current circumstances of the University as briefly reviewed in an historical context in my statement "The University: A Strategic Assessment", and now given sharp accentuation for the short term by the arbitrator's award to faculty and librarians require that strategic decisions be made, and in doing so provide a longer term perspective for the preparation of budgets. It is a presidential responsibility to put recommendations before the Governing Council for its consideration.

In preparing recommendations for strategic direction it is my intention and that of my administrative colleagues, to place increased emphasis upon considering with you the opportunities and difficulties that are before your division in a University and social context in which the resources are not available to sustain at an acceptable standard all of the intellectual and administrative commitments we are now making. At the same time there is need to take initiatives that will sustain the leadership of the University and win greater support for it.

To assist me and my administrative colleagues in preparing sound strategic recommendations for the consideration of Governing Council, I have resolved to establish a Presidential Advisory Committee on Institutional Strategy (PACIS) with the membership set out in the attached sheet. Provost David Strangway will chair the Committee. Assessors will be added as appropriate to its work.

The purpose of PACIS is to serve as a Committee of reference for recommendations for strategic direction brought to it by the Provost. The Committee will be asked to advise on the issues that such recommendations should address and advise on the substance of recommendations. It will begin meeting in late July or early August. When the structure of the proposed Budget for 1983-84 has been established, PACIS will be asked to advise on the coherence of the Budget with the recommendations for strategic direction that have been put before it.

The combination of close strategic consultations with the divisions, the review of recommendations for strategic direction with PACIS and the presentation of confirmed presidential recommendations to the Governing Council, which is widely representative of all estates of the University, will I trust, provide a sound procedure for validating the strategic change that must take place if the University of Toronto is to sustain and to strengthen its integrity as Ontario's and Canada's leading institution of higher learning in these difficult times.

I have asked the Provost to keep Principals, Deans and Directors informed of the work of PACIS.

James M. Ham

July 20, 1982

PRESIDENTIAL ADVISORY COMMITTEE ON INSTITUTIONAL STRATEGY (PACIS)

MEMBERS:

Provost David W. Strangway
Chairman

Professor Richard Bird
Institute for Policy Analysis and Department of Economics

Professor Adrian G. Brook
Department of Chemistry

Professor George Day
Faculty of Management Studies

Professor J. Stefan Dupré
Department of Political Science

Professor Charles H. Hollenberg
Department of Medicine

Professor Alexandra Johnston
Principal, Victoria College, and Department of English

David Keeling, Assistant Dean (Administration)
Faculty of Dentistry

Professor Desmond Morton
Department of History, Erindale College

Professor Thomas M. Robinson
Department of Philosophy

Professor Louis Siminovitch
Department of Medical Genetics

Professor Harold Smith
Department of Electrical Engineering

Professor Boris Stoicheff
Department of Physics

Christine Sypnowich
Graduate Student, Political Science

Professor Michael Trebilcock
Faculty of Law

Professor Ronald Venter
Department of Mechanical Engineering

Professor G. Ronald Williams
Department of Biochemistry, Scarborough College

ASSESSORS:

Assistant Provost David B. Cook (Secretary)

Vice-Provost Edward Kingstone

Assistant Vice-President Daniel W. Lang, Research and Planning

Michael Mouritsen, Executive Assistant, Office of the Provost (Secretary)

Vice-President David M. Nowlan, Research and Planning

Vice-President Alexander C. Pathy, Business Affairs

Vice-Provost William G. Saywell

Vice-Provost Roger N. Wolff

Summary of Recommendations

1 That the University re-affirm its commitment to being a major international university.

2 That the University reduce the proportion of its academic complement in tenured ranks.

3 That the University establish tenured and tenure-stream complement targets for each division.

4 That the University improve its policies toward tenure-stream faculty by extending to seven years the period before the tenure decision, and by making its tenure-stream faculty eligible to apply for research leave after successful completion of the three-year review.

5 That the University strengthen its appointment procedure still further to ensure the selection and recognition of excellent faculty.

6 That the University develop a program for early retirement and explore revised personnel policies to allow greater flexibility to faculty members in work load, leave, responsibilities and retirement.

7 That the University move to abolish the contractually-limited term appointment of faculty, except where circumstances warrant.

8 That the University increase the amount of resources devoted to equipment, supplies and other non-salary items, which support teaching, scholarship and research.

9 That the University maintain, or increase, the number of secretaries, library personnel, and technical staff, in order to ensure efficient and adequate support of scholarship and research activities.

10 That the University retain its discretionary progress-through-the-ranks scheme and that P.T.R. have priority over non-discretionary economic adjustments.

11 That the University institute regular internal reviews for all units at the time of renewal or change of academic leadership.

12 That the University continue special reviews at the Provostial level where major changes are concerned.

13 That the University pay particular attention to ways in which the quality of student life can be improved through services available to students both inside and outside the classroom.

14 That the University explore means of developing more residence accommodation on campus.

15 That the University make special efforts to heighten perceptions on the part of government and the public of the University's contributions to society.

16 That the University consider large scale fund-raising on a continuing basis and consider fostering closer relationships with major donors.

17 That the University continue energetically to seek out research grants and contract income where they advance research goals, and that such funds include appropriate overhead charges.

18 That the University continue its policy of no net growth in enrolment, but that it actively seek ways to admit students to areas that can handle more students without additional funding.

19 That the University explore the development of an aggressive business plan based on an analysis of the opportunities for joint business-University research within Canada.

20 That the University review carefully the pricing and sales of services both within the University and to the external community.

21 That the University provide appropriate incentives to its divisions to seek outside funds.

Introduction

The University of Toronto, with its immense depth and breadth, is undoubtedly the premier university in Canada. It has a long and proud tradition dating back to 1827. It is chartered as "the provincial university" of Ontario and has served effectively as a source of outstanding graduates, of world-class research, of cultural activities, and of advice to an increasingly complex society. Unfortunately, the University's ability to sustain these roles is seriously threatened by continued underfunding.

This report proposes a series of actions that can help the University to retain and strengthen its position as a world-class university in the present difficult circumstances. The recommendations made are intended to maintain and, where possible, improve the University's performance in undergraduate and graduate teaching, in creative research and intellectual activity, and in scholarly professional education and accomplishment.

World-class universities do not draw a sharp boundary between the professional disciplines and the basic arts and science disciplines. Intellectual leadership is emphasized in whatever disciplines are represented. A world-class university strives constantly to extend the frontiers of these disciplines.

The University of Toronto has always been a leading institution, in Canada and internationally. In this respect the committee believes that it is essential to continue to push back limits of knowledge, as well as to educate future leaders, scholars and professionals. This university should be characterized as an institution which not only teaches but also determines what is to be taught. The continuing frame of reference for assessing achievement is that of international-class universities.

The University has a social responsibility to the public who support it, and to its students, but in a province with many other universities and community colleges the special social responsibility of the University of Toronto is to ensure that Ontario continues to have a major international university. As a source of education, innovation and informed assessment of the state of the country, the University of Toronto has had, and will, we trust, continue to have a significant beneficial impact on the economic and intellectual well-being of both the province and the nation. The present report is intended to facilitate achievement of this goal by reiterating and strengthening our commitment to:

- i an excellent faculty with a mixture of junior and senior scholars;
- ii a student body selected for academic excellence;
- iii excellence of instruction;
- iv appropriate secretarial, administrative and technical support staff;
- v a physical plant appropriately maintained for these activities;
- vi a library, a renewing inventory of equipment, computing facilities and supplies;
- vii support services for students.

The report has been divided into four main sections. The first section sets out briefly some of the serious effects that the reduced support services resulting from budgetary stringency have had on academic activities of the University. The second section of the report turns to questions related to tenure and early retirement, with the aim of suggesting a means of facilitating academic renewal in selected areas even in these difficult times. For the same reason, the third section suggests an expanded system of periodic internal and external reviews to ensure that all divisions of the University are performing at the expected high level. The last main section stresses the continued urgency of overcoming the central problem of provincial underfunding, as well as the importance of increasing income from other sources.

CHAPTER 1

The Current Situation

The work of the PACIS committee began by undertaking an inventory of the current situation. What resulted from this effort is perhaps one-sided in a sense because it does not document the enormous strength that already exists in faculty, students, administrative staff and alumni of the University. While this strength provides some foundation for optimism that the problems facing the University may be overcome, the focus given below is inevitably on the problems currently facing the University as a result of many years of provincial funding at less than the rate of inflation.

Institutions of higher learning are eminently labour-intensive. By far the largest portion of their operating budgets is devoted to the compensation of the faculty and staff. In 1970-71, for example, salaries and benefits amounted to almost 75 percent of the University's operating expenditures. The remaining 25 percent of operating outlays covered all non-personnel items, ranging from library acquisitions and teaching equipment—which, no less than faculty, affect the core of the academic enterprise—to energy costs and telephones, without which no institution can function.

Over the subsequent decade, however, under the combined pressures of underfunding and of unsuccessful attempts to protect the compensation of faculty and staff from erosion by inflation, the operating resources available for non-personnel expenditures have declined steadily and remorselessly. In 1970-71, for example, the University spent \$34.22 for supplies, equipment and other non-salary purposes for every \$100 paid out in salaries and benefits. By 1981-82, the comparable figure was only \$27.55 per \$100 paid in compensation—a decline of almost 20 percent in the resources devoted to items other than salary and benefits which accounted in that year for 78 percent of operating outlays. Even with the \$2.7 million earmarked by the government for equipment and library acquisitions in 1983-84, outlays for these salary purposes will, at best, stabilize in the coming year at the already eroded 1981-82 level.

Even this precipitous decline in non-salary expenditures did not succeed in protecting compensation from inflation. The mandated increase of 18 percent in across-the-board faculty salaries (and a roughly comparable increase in administrative staff salaries) in 1982-83 as a result of arbitration was intended, in part, to recognize the erosion in real salary levels that had taken place in previous years but it did not restore compensation levels in real terms to those of a decade ago—and at the expense of substantially exacerbating the squeeze on the non-salary budget. The basic problem remains inadequate provincial funding to sustain the educational enterprise established at the province's behest and with its support: regrettably, redistribution of the funds can only improve the situation for part of the university community at the expense of other sectors.

The gravely eroded level of spending which the University now devotes to matters other than compensation is readily visible in its annual financial accounts. But these accounts are only pale reflections of such vital realities as rising faculty-secretary ratios and reductions in numbers of plant maintenance and library staff. It is doubtful if there is any enterprise or government agency in which so many senior, well-trained people are supported by so lean an infrastructure as the University of Toronto. It is no wonder that the whole apparatus is, in places, beginning to grind to a halt. The remainder of this section supports this assertion by sketching in brief the portrait of a great university on the brink of losing its capacity to pursue world-class science and scholarship in teaching and research.

Physical Plant

The impact of the budget cuts on the non-academic divisions of the University has been manifested in a reduction of personnel from 1,065 in 1975 to 869 in 1982-83, an 18.2 percent reduction, mostly in Physical Plant personnel. The immediate and obvious impact of this reduction has been an inability to maintain, clean and service the University's buildings adequately. The University of Toronto owns a considerable number of buildings and property. Half of the 110 buildings are more than 50 years old and therefore require repair and maintenance on a scale unmatched at any other Ontario university. The University of Toronto's unique difficulties in this area warrant special treatment by the Government of Ontario, particularly since governmental fire safety and occupational health and safety regulations have required considerable expenditures in recent years.

The accumulated deferred expenditures needed to bring these buildings up to standard is estimated to be \$24 million, of which \$20 million is capital expense and \$4 million is operating expense. Further deferral of this necessary maintenance will, in the end, cost far more, if the old structures in which much of the University is housed are to survive, let alone meet city and provincial inspection standards. In the meantime these buildings are becoming steadily less efficient places in which to engage in the research and teaching activities which are the University's *raison d'être*. The Physical Plant Department has, to its credit, achieved major economies in energy consumption in recent years, but it seems unlikely that further economies of any magnitude in this or other respects can be achieved in the future. Some aspects of Physical Plant's operations continue to cause friction and frustration with some sectors of the academic community, and the committee urges initiatives to review and resolve these problems.

Library

An excellent library is obviously crucial to any university. The University of Toronto's extensive library services include the Robarts Library, which has recently been rated as the sixth most important research library in North America. The University library is thus a critically important resource both to Ontario and to the University's aspirations to stay at the leading edge of teaching and research. In furtherance of this aim, the University of Toronto is the only university in Ontario which has maintained the purchasing power of its library acquisitions budget over the past six years (\$2.54 million in 1976-77 and \$2.71 million in 1981-82, both in 1976 dollars). This achievement has not been without substantial cost. Within the library system itself, for example, staff has been decreased from 626 in 1974 to 494 in 1982, with the inevitable result being reduced hours of service, serious delays in cataloguing new acquisitions, and the inability to afford a computer-based circulation system. In addition, the level of multiple-copy acquisitions has been reduced from about 2.5 in 1975 to about 1.8 in 1981-82 implying serious cutbacks in accessibility to scholarly material. These problems have been exacerbated by the fact that at the same time that library staff numbers have had to be reduced, demands for service have risen dramatically as a result of a loans to external borrowers (up 360 percent from 1974 to 1981, with the increase in borrowing by York University faculty and graduate students being particularly striking), b loans to teaching hospitals (up 105 percent since 1974), and c requests for machine literature searches (up 568 percent since 1974). In addition, given the inadequate study space in the University as a whole, students have made increased usage of the library as a study area. All these factors put intolerable pressures on the reduced library staff. The provincial generosity which created this magnificent collection has unfortunately not extended to maintaining it adequately and even the University's great efforts to do so within its stringently limited resources can do little to rectify the situation. The only way to avoid still further, perhaps irredeemable, deterioration may be through such drastic steps as charges for library loans to external users, no loans of books outside the library, and so on.

Maintenance of the integrity of this national resource, the University of Toronto Library, is of the highest importance.

Equipment

Equipment is essential to first-class research at the cutting edge of a discipline, as well as to the education of students, who on graduation must be able to understand and utilize effectively the modern equipment they will encounter in the laboratories of their future employers. A critical equipment problem now exists in the laboratories of the University of Toronto. A decade of budget attrition has seriously

affected the purchase of new equipment needed to replace the obsolete or unrepairable instruments obtained during the era of expansion in the 1960s as well as to provide the newly-developed instruments essential to modern science and engineering. As a result, it is now not uncommon in science departments which use expensive (although relatively routine) analytical equipment, for a research group to be allocated only two or three days per month when its particular analyses can be performed. The result is intolerable delays in progress, while waiting for analyses or for access to the instruments.

The effect that budgeting has had on the purchase of equipment may be illustrated by two representative departments. In 1969, one science department had an equipment budget (1982 dollars) of \$400,000; in 1982, its budget was only \$34,000! Similarly, in 1969 one engineering department had an undergraduate equipment fund of \$155,000 (in 1982 dollars); in 1982, the corresponding amount was only \$21,000. Despite the efforts both of some granting councils like MRC and NSERC and Ontario's BILD program which will provide some funds to help purchase research equipment, the funds available from all sources will clearly fall far short of what is needed to equip university laboratories with essential modern equipment. A 1982 report, for example, estimated that \$7 million was needed annually at the University of Toronto to maintain and upgrade undergraduate and graduate teaching equipment because of inadequate past funding of such equipment, in addition to catch-up funding of \$11 million per year for each of the next five years. In stark contrast, the entire University Central Equipment Fund (\$1 million in 1982) had to be cancelled completely for 1983 as part of the budget reduction exercise. Although the University will get \$2.7 million from the recently announced Ontario government's "Equipment and Library Acquisition Fund", it clearly will be completely unable in the immediate future to provide quality training in breadth on modern instrumentation. Research and teaching will consequently suffer and the potential contribution of the University to the community that supports it will be severely and perhaps irrevocably damaged.

Computer Facilities

Computing facilities at the University of Toronto are also miserably inadequate by any reasonable standards. A recent report concluded, for example, that "the University is continuing to fall behind comparable Canadian universities in the quality of the computing resources available to researchers". This statement applies to the computer services available both to undergraduate and graduate students. An inadequate number of terminals is available to students. Only half of the old-fashioned card-punch facilities—now outmoded by any standard—have been replaced by interactive terminals. Additional word processors, computer-graphics and interactive computer-aided design and experimentation facilities are essential for both teaching and research. Moreover, as noted earlier, improved and/or expanded computer facilities are also badly needed by the library as well as by the central administration.

Supplies

The purchasing power of the budget for supplies has also not been maintained. Despite the significant increase in the number of students in the last few years, the supplies budget declined from 10 percent of the total operating budget in 1975-76 to six percent in 1981-82. The same nominal amount (\$16.5 million) was allocated to supplies in both years, despite the great increases in prices over the period. The only way the inevitable adverse repercussions on teaching programs as a result of this decline has been muted has been by a significant shift in the cost of supplies used for graduate research and teaching from departmental budgets to research grants, thus eroding the real purchasing power of the latter. Funds awarded for research have had to be used to offset costs previously provided by the University—a matter of considerable concern to the federal granting councils who in the past have expected the University to provide an adequate base for research activities with their "grants-in-aid" providing funds for non-routine supplies, equipment and salaries.

Administrative and Technical Staff

Apart from increased teaching loads as student-faculty ratios have risen, and increased time having to be spent on administrative and non-productive, non-scholarly routine (in an attempt to cope with new rules and regulations), faculty research activities have also suffered in terms of diminished direct and indirect support. Adequate numbers of secretaries and of highly qualified technical manpower (to operate, repair and maintain, and supervise the operation of the increasingly sophisticated instruments, and to perform many of the complex and sophisticated experiments or operations which characterize first-class research and teaching) are important for teaching and crucial for first-rate research. The faculty/secretary ratio, for example, has increased from about 6:1 in 1969-70 to 12:1 in 1982 for two representative departments. Many fewer people are thus available to type scholarly publications and reports, and to relieve academics of time-consuming non-scholarly activities. Similarly the numbers of technical personnel in the two representative science and engineering departments referred to earlier decreased from 37 (19) in 1969 to 24 (16) in 1982, reflecting major cutbacks of another kind in the support of the research enterprise. It is a shocking waste of skilled scarce resources to turn highly-trained scholars and scientists into usually inefficient secretaries and technicians rather than letting them get on with the tasks for which they have been trained, but this precisely has been the almost inevitable result of years of prolonged underfunding of the University.

Student Services

Not only are students the life-blood of this or any other academic institution while studying at the University, but they will, so to speak, become the University's ambassadors of the future when they graduate. It is therefore most important to provide both a good education and a decent quality of student life on campus. Nevertheless, students have long asserted, with justification, that the facilities and services at the University of Toronto are inferior to those at many other Ontario universities. As libraries, laboratories and other facilities are ravaged by underfunding, class sizes continue to expand, tutorial and consultation time shrinks, and student services become overburdened—and the expense of attending the University of Toronto (fees, housing, books and equipment) has continued to grow apace. This disjuncture between cost and service, besides constituting from a consumer's point of view a bad deal, reflects the relatively poor quality of many students' experience at this University. As funds decrease, and other sectors of the University inevitably become more vociferous in defending their livelihoods, students increasingly despair of their needs being heard, recognized and addressed.

While it is most important to involve students wherever possible in improving campus facilities, in addressing these needs it is important to recognize that the University of Toronto is in large measure an institution for students who commute. The requirements of our students are therefore different from those of many other Canadian universities. Such modest changes as the increased availability of lockers and lounge areas would, for instance, be particularly beneficial, and would also reduce the crowding which currently prevails within the relatively expensive library areas. Most ambitiously, immediate consideration should also be given to expanding residence facilities on campus. The residence experience is an important facet of university life to many students and could be employed to great advantage in the recruitment of outstanding students from within Ontario and Canada as well as internationally. Having outstanding students is a necessary requirement if the University is to fulfil its role as a leading member of the international academic community and as one of Canada's more important ambassadors to the world.

Conclusion

The inevitable conclusion of this brief review of some of the consequences of inadequate funding is that an essential component of institutional strategy to the University of Toronto should be a significant increase in the amount of operating expenditures devoted to library, equipment and physical plant as well as the other elements of the support services discussed above. Unless the total funding available increases, it follows that it will be necessary in the future to reduce the share of available funding going to academic salaries and benefits. Regrettable though this conclusion is, it is inevitable if the circumstances set out above are to be reversed, and the University saved from academic and physical collapse.

CHAPTER 2

The University Faculty: Problems and Opportunities

In proposing a reaffirmation of the University's commitment to research and teaching excellence despite an environment of budgetary austerity, the university community must face the questions of how to maintain and enhance the quality of the academic faculty and how to meet the challenges of participating in the development of new fields of knowledge.

In 1981-82, the full-time equivalent (FTE) staff of the University of Toronto included:

	TOTAL
Tenured staff (including 156 in Federated Colleges)	1767
In tenure stream	128
Others (Contractually limited term appointments (CLTA), lecturers, tutors)	374
Total full-time staff	2269

These figures indicate a tenured staff of 78 percent, with only 6 percent in the tenure stream. This ratio has not changed significantly in the past five years. The retirement pattern, given in Figure 1 and in Table 1 for the years 1982 to 1995, assuming the current mandatory retirement age, shows an essentially constant depletion of approximately 45 persons per year retiring during the 13 years.

A comparison of the tenure figures for a number of major universities, given below, shows that the University of Toronto has a significantly higher ratio of tenured to non-tenured staff, namely 3.5 compared to the others which have a ratio of approximately 1.5. Even more striking is the anomalously high ratio of 13:1 for tenured to tenure-stream staff at the University of Toronto.

Comparative FTE Staff at Major Universities (1982)

	McGill (total)	U of Mich. (total)	UBC (total)
Tenured	740 (43%)	1554 (63%)	1516 (78%)
Eligible for tenure	420 (24%)	607 (24%)	345 (18%)
Term appts.	563 (33%)	312 (13%)	84 (4%)

As a percentage of total full time equivalent (FTE) staff, the number of lecturers, tutors and contractually limited term appointments (CLTA's) at the University of Toronto is much the same as in other universities.

Even this brief analysis makes it clear that the University of Toronto has a very high ratio of tenured to tenure-stream staff. Without calling into question the present tenure system or the quality of those who have passed the repeated hurdles of peer review to achieve tenure—a process, it should be noted, far more arduous and prolonged than review procedures in almost any

other form of employment—the current situation is clearly untenable. The university's commitment to excellence, its opportunities to renew Faculties with younger persons, its ability to introduce new programs, and its ability to respond to changing intellectual currents are all adversely affected by the "overtenured" nature of the University's faculty. With the constraints that now face the University, it is of the utmost importance that the few appointments we make be of the highest quality. This led the committee to consider improvements to the existing tenure policies.

Figure 1. Retirement pattern for University of Toronto faculty

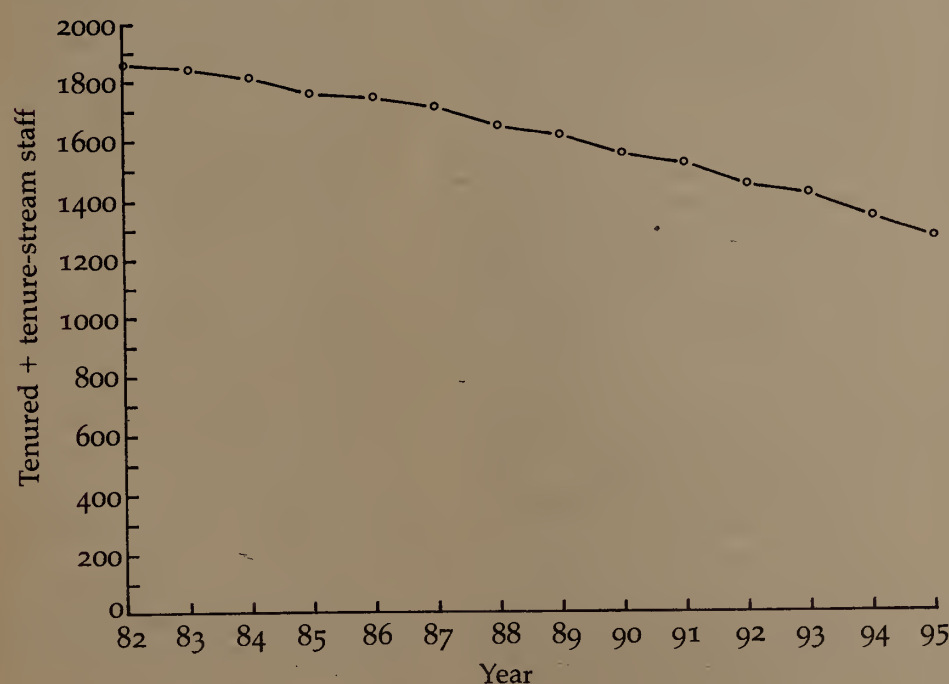


TABLE I Details of Retirement

	YEAR													
	82	83	84	85	86	87	88	89	90	91	92	93	94	95
Professional Faculties	407	396	392	384	378	368	357	343	330	317	301	288	275	263
Health Sciences	259	251	241	233	229	224	216	217	194	187	180	170	163	152
Clinical	70	63	60	58	50	49	44	42	38	36	34	31	29	27
Erindale	153	153	153	153	153	151	150	150	148	146	143	141	137	134
Scarborough	160	160	159	158	157	157	155	152	151	148	146	143	141	136
Colleges	156	160	155	153	151	149	138	134	129	126	121	116	113	108
St. George	690	664	649	637	625	612	603	588	579	561	538	523	494	466
	1895	1847	1809	1776	1743	1710	1663	1616	1569	1521	1463	1412	1352	1286

Tenure

While two major alternatives to the tenure-system—the "term-contract" system and the "continuing appointment" system—exist, the committee remains satisfied that tenure ought to be retained in the University of Toronto. The well-known reasons for this view, such as protection for political nonconformity and freedom to pursue unfettered research, are compelling. The committee also found that institutions which have adopted a "term-contract" or "continuing appointment" system are not in any healthier academic condition than institutions adhering to a tenure-system.

In a "continuing appointment" system, for example, whatever academic quality controls there are seem to be largely exercised at the time of first appointment only. In a tenure system, by contrast, a searching review is also conducted at the time of tenure consideration as well as at intermediate steps.

Term contract systems also have undesirable effects. Indeed, the committee is convinced that the present CLTA policy should be re-examined and a return made to a system in which appointment at the assistant professor level would normally be tenure-stream in status. In fact, almost all academic appointments should be tenure-track, including those paid by external agencies (provided they are fully consistent with the complement planning of the University).

The only way to ensure a continued infusion of "new blood" in an institution such as this is, unfortunately, by being even more selective in granting tenure than has been the case in the past. To achieve this aim, a number of elements should be considered.

i The standards that tenure committees are asked to apply, for instance, should be those now applied in most universities that enjoy international distinction. To this end it should be mandatory that a significant number of external appraisers of national or international distinction be asked to rate potential candidates, using international standards, against acknowledged peers in their field: this procedure is, indeed, already employed in some parts of the University of Toronto.

ii A tenure committee, structured as at present, would evaluate a candidate for tenure in the light of these appraisals and other relevant evidence. In the event of two or more negative votes or abstentions in a tenure committee, even though the majority's decision is affirmative, the position would be formally opened to internal and external competition (in which the candidate could, of course, participate). The tenure committee would then be reconstituted as a search committee authorized to solicit applications for the tenured position, following normal appointment procedures, from internal and external candidates (including the original tenure candidate) in the same field of interest as the tenure candidate and up to and including the same level of seniority as the tenure candidate.

iii In order to provide faculty members with the best opportunity of meeting these demanding standards the committee recommends that the tenure decision should normally be made at the end of the seventh year of contract appointments (rather than the fifth, as at present).

iv The committee also recommends that all initial tenure-stream appointees should be eligible to apply for research leave at any time after satisfying the initial three-year review currently required, so that adequate time will be available to demonstrate substantial scholarly achievement.

The committee also felt that once tenure is granted there should be more explicit reciprocal obligations on both the individual and the University. A general tenure contract, satisfactory to the Faculty Association and the Administration, should be signed, in which it is clearly stated along with the university's commitments to the tenure-holder that the commitment to maintain excellence in either teaching or research and competence in both is explicitly affirmed by the tenure-holder. Failure to do so would unequivocally be accepted as reasonable grounds for a warning that dismissal procedures could be initiated. Our assumption is that in the great majority of cases such failure will not occur, and that on the rare occasion when it appears imminent the procedures outlined below would provide incentives for the necessary improvement in performance.

An indication of initial failure by the tenure-holder would be made by the departmental chairman, guided by the department's senior advisory committee. The clearest evidence of such failure would be the awarding of a zero merit increment in salary. The award of a zero merit increment for a second year in succession would result in notice to the tenure-holder of clearly unsatisfactory performance, and of the possibility of dismissal procedures. An alternative indication of persistent and unacceptable underachievement might be the receipt of average discretionary salary increases over the previous, say, seven years of less than one-third of the average discretionary increases awarded to all members of the candidate's department during this period. A more rigorous and consistently applied system of merit-reviews to facilitate such assessment should be as set out later in this chapter.

The above recommendations concerning tenure, the tenure contract, and dismissal procedures should, to the extent legally possible, be applicable immediately to those currently holding tenure and those currently in the tenure-stream, and not only to those entering the tenure-stream from now on.

Finally, situations, other than individual failure to live up to the requirements of tenure, in which both tenured and tenure-stream appointments might legitimately be terminated may of course be envisaged. Such conditions would include the academic reshaping of parts of the university to meet academic and social needs and perhaps the excision of areas of the university as a result of fiscal pressures that cannot be dealt with by any other reasonable means. In the event of termination under such circumstances, it is imperative that the review procedures outlined in Chapter 3 be followed and that severance policies be applied that ensure fair and humane treatment of affected faculty members.

Non-tenure-stream academic staff

The committee believes that there is a legitimate place for "tutors" and "senior tutors" in the system, but only after careful definition of their role, such that their responsibilities are distinctly different from those of the professoriate. There also is a place for the "Visiting Assistant Professor (term appointment)": the reasons for such appointments would include the temporary replacement of faculty members on leave; the teaching needs of new, experimental courses or programs, where the long term future is yet to be appraised; the teaching needs of programs which are being phased out; the staffing of some courses in professional programs with practising professionals who are willing to enter the University full-time only for a short period to enrich programs with their own particular expertise; the staffing of regular courses in cases of large and unexpected fluctuations in student interests and enrolments where future trends are in doubt; the filling of positions where no suitably qualified candidate has yet been found; the filling of positions existing because budgetary constraints have created a need for departmental reorganization of the teaching program and redeployment of permanent staff; and the filling of positions where the reorienting process will take several years to complete during which time certain teaching needs must be met by temporary appointees.

Complement Targets

In tandem with the above tenure proposals, complement targets for numbers of tenured faculty should be set. If each division is to plan properly, the overall complement target must be distributed to Faculties and in turn to departments, or to groupings of cognate disciplines. The assignment of such "envelopes" would be based on historical patterns, on what is achievable, and on the directions the University as a whole has decided it should be taking.

Recent university committees have produced a considerable amount of data on which complement envelopes could be developed. The committee believes that the Office of the Provost should proceed without delay to develop faculty complement numbers together with target ratios of tenure to tenure-stream faculty for all academic units.

By giving each unit a complement target (in clinical units the target would be based on those positions funded by the Ministry of Colleges and Universities), and a commitment not to change it for three years, there would be a local incentive to ensure that planning and evaluation of faculty were carried out effectively. The budget process each year would then consist in part in reviewing the position complement for the next three-year period. In filling authorized positions, the committee also recommends that department or Faculty appointment committees should include representation from outside the department (or Faculty) (where this is not already the case) in order to enlarge the perspective brought to bear on initial hiring decisions.

The committee expects that one result of these policies will be to move the ratio of tenured to tenure-stream faculty down over time to a more appropriate ratio approaching 2:1.

Retirement Schemes

Quite independently of what is done with respect to tenure, the role of early retirement schemes and the impact of the abolition of mandatory retirement require careful attention in planning for the future at the University of Toronto. A number of U.S. colleges and universities have, for example, implemented early retirement schemes. Similar schemes have also played a role in recent cutbacks in the British university system. Such schemes have two primary objectives; first, to facilitate faculty renewal by encouraging the retirement of some older members of faculty; second, to effect budgetary savings where these are necessitated by a university's financial circumstances.

The achievement of an inflow of new faculty, which the committee considers essential to the future of the University of Toronto, must confront two constraints that are particularly severe at the present time: first, budgetary contraction which precludes net additions to faculty, and second, a bulge in tenured appointments in the 1960's and early 1970's which will yield few retirements until the early 1990's, or perhaps even later, depending on changes in the legislation concerning mandatory retirement.

Voluntary early retirement schemes may take many forms. The committee is not competent to evaluate the financial impacts of each of these schemes either on individual faculty members who may wish to consider them or on the University. According to what we know, options involving severance payments, group-based early annuities and group-based early annuities with partial employment seem the most promising. Such schemes might be financed out of special funding appropriations by the University (e.g., from the sale of property) or from a temporary deficit that could be repaid out of future savings. Whatever the details of the schemes (and they should be developed soon if we are to be able to act properly and humanely in this field) several general points seem borne out by experience with such schemes to date.

i First, and most importantly so far as institutional strategy is concerned, early retirement schemes are unlikely to have a major impact on new hiring opportunities, on budgetary savings or for that matter on eventual age profiles of university faculty. At the University of Toronto about 450 tenured faculty are scheduled to retire (at age 65) between June 30, 1984 and June 30, 1993. Many of these the University could ill-afford to lose at this time. Others may not find early retirement an attractive prospect. It would be surprising if as many as 100 staff members chose early retirement schemes. The net savings to the university are likely then to be limited, with most schemes providing some release-funds for a junior appointment or for the budgetary savings equivalent. In terms of effecting permanent changes in the age distribution of the faculty, it is clear that tenure policy and its rigorous application is a much more important instrument.

ii Early retirement schemes should be seen as a response to transitional difficulties induced by a combination of budget constraints and an abnormal age distribution amongst faculty. Such schemes should therefore in general be framed as limited-time options.

iii In framing such schemes, extreme caution must be exercised to ensure that they minimize cost-quality trade-offs for the University, by avoiding acceptances from the "wrong" people, e.g., productive faculty members with alternative opportunities. Such schemes should not be offered to all faculty members in the University. Either particular units should be targeted or residual Decanal and Provostial discretion exercised in deciding whether to allow individual members to take advantage of the scheme.

iv Enforced tenure dismissal and tenure termination policies will increase the effectiveness, and reduce the cost, of voluntary early retirement schemes in the case of the few faculty members who may be found to be unproductive or redundant.

While early retirement is thus hardly a panacea, we believe the University should devise a package of early retirement schemes to be offered for a limited time only. In order to maximize the effectiveness of such schemes, serious attention will need to be paid to promoting and explaining them and to providing personalized, financial and related counselling services to interested members of faculty.

The possibility of the legislated abolition of mandatory retirement has implications that the committee was not in a position to assess. The committee endorses the current practice of encouraging individuals who have reached age 65 to continue an active involvement with the University through stipend teaching. This allows the University to draw on the senior staff without suffering the adverse financial consequences of paying a senior salary. The committee recommends that the administration review this issue in the near future.

Redefined Responsibility Schemes

As complements or supplements to early retirement schemes, a number of additional adjustments to academic personnel policies are worthy of further consideration to enhance more flexible and efficient use of existing manpower.

i *Reduced Responsibility Appointments*
Provision should be made for the possibility of redefining an individual's current appointment from regular full-time to part-time but on a regular basis, with an appropriate reduction in salary and benefit contributions. This provision might on occasion be extended to initial appointments of tenure-stream faculty.

ii *Leave Conditions*

There may be advantages to the University in permitting more frequent leaves for some faculty, but with a reduced salary commitment e.g. a leave every fifth year but on 50 percent salary. A variant on this would be for some faculty members, by agreement, to place themselves permanently on reduced salary e.g. 3/4, and take a leave with this salary every fourth year. In either case, resources would be freed up to assist in supporting new appointments or to meet other financial commitments of the University. It needs to be recognized, however, that there may be cost-quality trade-offs involved in such schemes, as they are likely often to prove most attractive to the most productive members of a department who are able to find supplementary research or salary support from external sources.

iii *Alternative Work Loads*

Tenured faculty who are not performing strongly in some areas of their responsibilities, but who are otherwise competently performing their duties might be offered inducements to accept alternative workloads. If promotion bars have been reached or merit pay reduced, a faculty member might be asked to accept, for example, a substantially increased teaching load in return for the prospect of continued progress through the ranks and increased merit pay if the redefined responsibilities are effectively discharged.

iv *Mid-Career Changes*

In order to encourage existing faculty members, whose teaching or research interests have ceased to be consistent with their department's or the University's priorities, to shift fields of interest, provision for educational leave to enable alternative training should be made.

Salary Policies

Since 1973 it has been the policy of the University of Toronto to adjust faculty salaries by means of an economic adjustment that is applied across-the-board to the salaries of all faculty and by an allowance for *progress-through-the-ranks* (P.T.R.) which is awarded on a discretionary basis to faculty members in relation to individual merit.

Across-the-board economic adjustments were intended to protect faculty salaries from erosion by inflation. In a decade during which provincial operating grants have not kept pace with inflation, and faculty complement has been largely unchanged (while student numbers increased), these economic adjustments, although not adequate to sustain real incomes, have inevitably squeezed university budgets and resulted in the deterioration in university expenditures available for library, equipment and physical plant. As noted in Chapter 1, further erosion in non-salary expenditures is unacceptable. If continued government underfunding of Ontario universities has to be assumed, the inevitable conclusion is that the academic salary budget must contract, either by reducing faculty complement or by allowing real academic incomes to fall (or by some combination of the two). Each of these paths carries serious disadvantages — the first, little or no faculty regeneration, the second, loss of productive members of faculty with alternative opportunities, and reduced incentives to excel amongst those who remain.

The purpose of P.T.R. in contrast is to provide for the career progress of the individual faculty member. An assistant professor embarks on a career which enables him to look forward, if performance warrants, to a salary which, once he becomes a senior full professor, will be on average 2.5 times his beginning salary, measured in real terms. Career progress is essential to give faculty members a sense of opportunity and to recognize the enhanced productivity and distinctions that come with experience. Non-discretionary P.T.R. which simply rewards length of service, in contrast stultifies opportunity, in that there is no relationship between genuine achievement in teaching and research, and tangible reward for such achievement. The available evidence (e.g. the 1982 histograms completed by Department Chairmen), suggests that P.T.R. is used basically in a discretionary way at the University of Toronto, although some departments showed more discrimination than others.

The cost of any P.T.R. scheme in budgetary terms is heavily dependent on the age structure of a university's faculty. When a faculty member retires and is replaced, the university can recover the entire difference between the retiree's senior salary and the prevailing entry salary of a new junior member of staff. Under normal circumstances a university whose faculty is constant in numbers and displays an evenly distributed age profile will occupy a position in which P.T.R. occasions no net cost; P.T.R. "recoveries" from retiring faculty will suffice to offset the P.T.R. adjustments paid to ongoing faculty.

The current age-distribution bulge of middle-age faculty, however, coupled with the small numbers of retirees, occasions a significant cost in P.T.R. The amount of net cost to the University through the past few years as our faculty ages has been approximately 2% of the overall University budget. The average age of all faculty has risen since 1971 from 40 to 47. In order to achieve a reduction in the proportion of the budget spent on salaries and to increase the portion spent on non-salary items and on administrative staff, it is essential that the University move toward a position in which there is a relatively constant (and younger) average age of the teaching staff.

In light of these various considerations, the committee makes several recommendations on salary policy. In the first place, the imperative of keeping compensation costs within the limits dictated by responsible operation of the University of Toronto is likely, unless tenure is breached, to yield lean salary settlements for the balance of this decade. In this light, whatever its imperfections, a *discretionary* P.T.R. policy acquires even greater importance. The committee believes that it should be University strategy to defend and promote discretionary P.T.R. Whatever financial pressures may continue to beset the compensation of the faculty, the committee therefore urges that P.T.R. have priority over economic adjustments.

Given the importance the committee attaches to P.T.R. a number of administrative steps could be taken to enhance merit as the overriding criterion for discretionary salary increases. It should, for example, be clearly stated that failure to award P.T.R. increases in accordance with merit is simply unacceptable. Detailed explanations should be required from the heads of academic units where discretionary salary awards fall into a range that is significantly narrower than that for the faculty as a whole. Similarly because discretion permits tangible rewards for truly outstanding performance, it should be clearly conveyed to each academic unit that a few very large P.T.R. increases are expected each year as a matter of course. Small departments or small non-departmental Faculties may experience difficulties in achieving an appropriate range of discretionary faculty increases. The relevant Deans or Vice-Provosts should be prepared to aid with discretionary salary increase funds in these instances.

Strategies for Review and Assessment

Faculty, administrative staff, and support resources are combined with organizational units for purposes of research and teaching. From time to time, this organizational structure needs review and adjustment, especially when resources are scarce. This chapter is therefore concerned first, to provide guidelines for units to use in measuring their own strengths and weaknesses through regular reviews and, second, to provide guidelines to be used when a major change for a unit or a group of units of the institution is being considered.

Regular Reviews

There are a number of fundamental criteria that can be applied in judging the quality of an academic unit. In a unit of high quality, one would expect to find:

- i excellent teaching and research performance on the part of the faculty;
- ii excellent students, both undergraduate and graduate;
- iii a well-designed and demanding course and programme;
- iv high quality facilities such as equipment, library collections and specialized non-academic staff to support the programme.

In May 1981 the School of Graduate Studies submitted a report on Programme Review subsequently adopted by Governing Council. The "Summary of Recommendations" of that report stated:

... certain kinds of review process can lead to the improvement of academic programmes, can help inform basic resource-allocation decisions and can usefully prepare the university (or department) for externally imposed reviews of various kinds. In order to accomplish these ends without enormous waste, we believe that outcomes need to be linked to action. Regular external reviews are not the answer. Instead, we think there is merit in encouraging the development of internal reviews which would rely heavily on programme self-assessments ...

The committee concurs with the idea of internal reviews. Systematic and regular review processes within Faculties, divisions, departments and colleges are necessary if the university as a whole is to maintain and reinforce its quality. Resources are too scarce for haphazard or *ad hoc* allocation. Each individual academic unit within the University must be expected to give evidence that its claims of excellence have been subjected to searching appraisal in order to justify the funds allocated to it.

The committee recommends that internal academic reviews should be scheduled to precede a change or renewal of academic leadership as is already the case with Centres and Institutes. This is an opportunity to review achievement, define problems, develop plans and set fresh priorities. What may now happen only subconsciously in some divisions, through the selection of members of a search committee or in the collective assessment of the kind of leader needed by a particular academic unit, would be rendered explicit and public by a review procedure. The committee recognizes that the normal cycle of appointment is for five years and that such a pattern of review would not be in phase with the seven-year reviews conducted by the Ontario Council of Graduate Studies (O.C.G.S.). Nevertheless, internal review is essential and makes most sense when change is imminent. Furthermore, O.C.G.S. reviews do not consider the whole endeavour of a unit, but only its graduate component. Once the proposed system is in place, the O.C.G.S. reviews may well become of secondary importance. The material now generated for them at great labour will be part of the regular dossier a unit keeps on itself through the five-year review process.

The steps for internal review should be as follows:

- 1 The formulation of specific and searching questions, not by the unit itself, but by the next level up in the administrative hierarchy. A unit might be asked such questions as:
 - i whether it was living up to its own goals?
 - ii whether these goals were still realistic?
 - iii how new directions or development in its field were being implemented?
 - iv whether the best possible use was being made of existing facilities and resources to provide undergraduate and graduate student teaching as well as research.
- 2 The unit under review should first examine its activities in the light of the questions posed. Every effort should be made to ensure that such an internal study is a test of an academic unit's competence to judge its academic field and its own strengths and limitations.
- 3 Internal study would be followed by external evaluation by appraisers selected by a higher level of academic authority in consultation with the unit. Such appraisers would be external to the unit but not necessarily to the University itself.
- 4 Reports of appraisers would be submitted to the academic units for reflection and comment. While parts of reports affecting individuals would, of course, be confidential, the reports of appraisers and the unit's responses would normally be public documents.

The primary task of the appraisers is to assess the quality of a unit. Their report may suggest new directions to improve the unit, but the decision to change directions must remain with the unit within its larger administrative context.

While systematic review is a basic function of academic administration, there is a cost in time, honours, paper and potential friction. External appraisers may be prejudiced, unreasonable or uncritical. It is also undeniable that reviews can only assess excellence, they cannot create it. However, it is not a coincidence that the committee found that the greatest enthusiasm for systematic review came from departments and faculties which already have peer evaluation, external accreditation or appraisal by an established professional body. It is their experience that the process of review is an important component in achieving and retaining excellence.

The results of each review must be acted upon. They must become part of the planning of the department, Faculty, division or college, and the new administrator taking over the unit will be expected to take each suggestion seriously, either acting upon it or successfully justifying to the next level of administration why action is inappropriate. In this way, the regular review will become an integral part of the planning of each unit.

Guidelines for Effecting Major Change: The Establishment of a Provostial Review Committee

When a major change in a unit or series of related units is being considered, the Provost should name a Review Committee to advise him and through him the President and the Governing Council about how the change can best be effected. The members of the Review Committee will not be closely connected with the unit or units under review but will be chosen for their acknowledged judgement and ability from other units of the University, other universities or society at large, as the Provost deems appropriate. The size of the Review Committee will vary according to the circumstances but should not normally exceed five members.

The Review Committee will have available to it the information that prompted its establishment, such as the results of the regular reviews of the unit or units, any external appraisals including those of O.C.G.S., position papers containing new proposals, and the relevant budgetary considerations. Indeed the process may be triggered by information generated by the regular "change-of-command" reviews which bring problems to light that seriously affect the quality of a unit. Such problems may include:

- i acute administrative problems; these may include problems created by the internal structures of a unit that make change impossible, as well as individual administrative incompetence.
- ii an inability to cope with changed economic circumstances resulting in a decline in the quality of the programme.
- iii a significant increase or decline in the quality or number of students entering the unit.
- iv a significant increase or decline in the quality or number of staff members.
- v significant changes in the academic discipline.
- vi significant changes in the demands of a profession.

When a Provostial Review Committee has been established two further categories of criteria should be added to the basic evaluative criteria set out above. These further categories provide a larger framework within which to consider the unit. They are:

- 1
 - i the centrality of the unit to the purposes and goals of the University.
 - ii the possible uniqueness of a unit locally, provincially or nationally.
 - iii the interaction between a unit and other units in such areas as service teaching and research support.
 - iv the relationship between the cost of a unit and the income it generates.
- 2
 - i the demand for student entrance into a unit (including demographic statistics).
 - ii the demand for graduates in the job market.
 - iii the demand for commissioned research and consulting.
 - iv the impact of change on structures and institutions connected with but outside the University (such as hospitals or research institutes).
 - v the relationship between a professional unit and its alumni in the profession.

In conducting a review, full consultation is essential. In particular, there are five constituencies which would be closely concerned with any major change:

- i the faculty, teaching assistants and administrative staff immediately affected;
- ii the faculty, teaching assistants and administrative staff who interact with the programme or unit affected;
- iii the faculty, teaching assistants and administrative staff at large including but not confined to UTFA and UTSA members;
- iv the students currently registered in the unit and its alumni;
- v related professional organizations.

It is essential that each of these constituencies has an opportunity to make its views known. The quality of a decision cannot help but benefit from the opinions of the many people concerned in an issue. No major change is easy but, in order to make action acceptable, the committee felt that the reasons for change in a programme should be public knowledge; it should be known that individuals have had an opportunity to counter these reasons; and it should be perceived that their arguments have been heard and considered. The way in which a Review Committee conducts its business should be dictated by the circumstances, but invited briefs, interviews and open forums could all be part of the process. Having weighed all the evidence concerning the unit or units in question, the Review Committee should make recommendations for action to the Provost for transmission to the President and the Governing Council. The role of such committees, given the present structures of the University of Toronto, can be only investigatory and advisory. In the last analysis it is the Governing Council that must make the decision, on the advice of the administration.

CHAPTER 4

Increasing Revenues

This section reviews the various sources from which the University derives revenue and suggests how income from these sources may be increased. At the outset a proper perspective must be introduced. For the foreseeable future the financial welfare of the University will inevitably be determined by the size of the income stream that is under the control of government, namely formula grants and student fees. All other sources of income together, irrespective of how energetically developed, will not be able to save the University from a further descent toward mediocrity if government underfunding continues. For this reason, any institutional strategy for the next few years must give first priority to initiatives aimed at improving government support of the university system in Ontario as a whole, and at establishing within that system the particular place and responsibilities of the University of Toronto.

Nevertheless, more can be done to increase income from non-government sources. The present efforts of the University of Toronto in this area lack focus, manpower, incentives and objectives although there has been considerable growth recently in restricted research funds. This situation will only be changed if a higher priority is placed on the development of non-formula funding. Academic leaders must feel confident that money raised external to the university budget can be used to innovate and to produce excellence and will not trigger a commensurate decrease in the support of their academic units from the university budget.

Some segments of the University community obviously have much greater potential than others for generating external funding. While those academic units that display initiative and energy in the generation of non-government funding must be rewarded, it is crucial that the administration ensures that these initiatives do not produce an undesirable steering effect on university activities. External funds must be used to produce general as well as specific benefits. The present university requirement that 60 percent of overhead on research grants goes to general university revenues and the balance to the sponsoring departments, for example, is an appropriate policy and a similar philosophy should be followed in distributing other sources of external revenue.

Government Funding

The major source of income for the University of Toronto is now, and will continue to be, government grants and tuition fees (upper limits to which are also set by government policy). Any attempt to augment University income must therefore centre around efforts to enhance government contributions. The major objective of these efforts should be the heightening of perceptions, both on the part of the Government of Ontario and the public, of the value to Ontario and to Canada of the University of Toronto and of the precarious state to which this resource has been reduced by the steady decline in real resources provided by government in recent years.

At least a threefold approach to this objective is needed:
a direct contact with our elected government representatives and their senior civil servants;
b the enlistment of support from Ontario business and labour leaders; and
c the enhancement of public support for the University, with particular emphasis on those constituencies most closely related to the University.

It is particularly urgent to develop a more coordinated and systematic program for relations with all levels of government to provide the necessary background to the ongoing activity of university officers who deal directly with government ministries. Other aspects of the government-university interface that need attention are the tasks of facilitating communications with government on behalf of the many constituencies within the University; of maintaining day-to-day contact with the Provincial Government and the civil service; of providing advice to the President on emerging trends, and of bringing government and University groups together to discuss governmental response to issues that affect sectors of the University.

Governments are influenced in their actions by currents of thought within both the business and labour communities. It is therefore reasonable for the University also to work directly with both of these communities in its efforts to influence government funding. In this regard it would be useful to extend the practice of establishing committees of visitors to Faculties and departments. This approach allows community leaders with a specific interest in some sector of the University's activities to become familiar with the operations, plans and difficulties of that sector. At a broader level, it might be effective to introduce selected members of the Presidents' Committee to the aspirations and problems of the University as a whole. The objective of such approaches would be to create an awareness of the special role of the University of Toronto in the minds of influential segments of the community.

Ultimately, the priority government gives to the funding of universities is determined by its perception of the importance the public attaches to the maintenance of a first-class university system. There are three segments of the public with whom the University should have particular influence: alumni, students and their parents, and University employees. In Ontario, hundreds of thousands of individuals fall within these categories, and their mobilization on behalf of the University would represent a potent political force. The University should therefore strengthen existing lines of communication with these groups and develop a more effective program to inform and involve both them and the parents of students in University affairs.

However necessary such activities might be, and however successful they may prove in the long run, it is, we believe, unrealistic to think that the basic economic difficulties of the University will be alleviated so long as hard economic times continue to be the prospect for Ontario as a whole. It is therefore crucial to consider closely what might be done to increase revenue from other sources. Unfortunately, as discussed in the balance of this chapter, no easy answers are to be found there either.

Private Funding

There is a growing awareness within the University, for instance, of the importance of an energetic and extensive program of private fund-raising. Nevertheless, private donations meet only a small fraction of the operating costs of this University. In calendar 1982, for example, private gifts to the University from bequests, the Varsity Fund and other sources totalled about \$4.0 million, or between 1 percent and 2 percent of the University's operating budget.

Nonetheless, if properly used, funds from such sources, small though they may be, can be crucially important to the academic quality of our institutions, since they can be used in a discretionary fashion to innovate and to encourage excellence. Experience demonstrates that donors are attracted to the support of specific programs or projects rather than to the support of general operating needs. The private funding strategy of the University should therefore be oriented largely to fund-raising for specific purposes. Indeed, during the process of planning academic programs, the availability and extent of external funding must be a part of the assessment.

At present, this University's fund-raising activities are centred around episodic public campaigns, in addition to annual alumni campaigns. The University should instead engage in large-scale fund-raising on a continuing basis, in order to inculcate an attitude of continual, or at least annual, giving, amongst the public at large, as well as our alumni. To place our present efforts in a proper context, it should be noted that the University of Toronto currently ranks third among Canadian universities (behind only McGill and Queen's) in the rate of participation of its alumni. Further, the Update Campaign, completed in 1982, was the most successful of its kind ever conducted in Canada. Every effort should be made to build upon and expand on the solid base of support already established.

Special efforts should be made to foster close relations with major donors, such as those on the Presidents' Committee, and to identify those individuals whose success and achievement in our community might allow them to make special gifts to the University. In order to encourage these special gifts, the University's present policy regarding endowment of chairs and buildings should be extended. In addition to requiring named chairs and buildings to be fully funded, donors should be informed that their names can be attached to professorships, wings or rooms in buildings, specific laboratories and specific library collections, by making gifts of substantial but smaller size. It should also be possible for alumni in the Faculty of Arts and Science to contribute more readily to departmental, rather than only college, campaigns or projects.

University Assets and Endowments

The University's land and endowment holdings are worth hundreds of millions of dollars. It is thus reasonable to ask whether responsible changes in the operations of these holdings can produce more income for the University.

A study on the use of University lands was commissioned in 1981 and a report presented to the Planning Subcommittee of Governing Council in March, 1983. In this report, a strategy is set out for the utilization of University real estate. Recommendations will be made to Governing Council to proceed with property development in conformity with this strategy. Further, the administration will recommend that a large tract of land on the Scarborough campus be sold. The timing of these developments is uncertain, as is their capacity for revenue generation. A rough estimate would suggest that all of these actions might produce several millions of dollars. It is critical, however, to emphasize that precious non-renewable resources such as the University's land should be divested only if the funds realized are placed into a capital fund. An important application of the use of such a fund might be to help finance an early retirement scheme of the sort discussed earlier.

There appears to be even less opportunity to improve income from endowed funds. The managers of these funds are constantly involved in transactions aimed at maximizing income, while retaining protection against inflation. The present earning power of the Endowed Pool is approximately 9.8%, a reasonable figure given the mix between bonds and equities and current interest rates. Consideration is being given to the use of other instruments involving mortgages and real estate, but the impact of these changes on the University's financial position will be marginal at best.

Research Funding

As a research-oriented University, the financial position of the University of Toronto depends on both public and private sources of research funds. The expansion of research funding permits an increased level of research activity in the University. University net income is, as a rule, augmented by an increase in a variety of research awards, whether operating grants, grants or contracts that carry provision for overhead expenses, or grants that provide salary support for academic staff. In those areas where they are available, research operating grants are assiduously sought by academic staff and, with few exceptions, Faculties and departments need no special encouragement to seek out this form of research support. Interest earned from such grants represents an important, and to a large extent, predictable source of general University income.

Income derived from overhead and from faculty salary grants is a more important potential source of University revenue than is often thought. Such income is generated by research contracts with government and private industry as well as by senior personnel awards from private and national granting agencies. The initiative for some of the most significant such awards must sometimes come from University and Faculty administrators rather than from active researchers, both because interdisciplinary coordination and structure is often required and because long-term commitments must be made for staff hired from research funds. It is therefore important that administrators energetically seek out those granting sources and encourage their academic staff to collaborate in such endeavours.

One way to stimulate more efforts in this direction might be for each Faculty budget to contain a line item representing anticipated income from overhead and salary grants, where appropriate. This item would be set as a percentage of total extramural grant support and would of course vary considerably from Faculty to Faculty. Within each Faculty, the division of this general quota among different departments would of course be a matter for local decision. If this policy is adopted, the anticipated income from contracts and salary grants must not be used to replace existing University budget, but should permit innovative academic activities that meet the academic objectives of the unit.

Finally, it is important that major efforts be launched by the University authorities, in conjunction with other universities, to achieve more adequate overhead charges on research grants and contracts undertaken in response to particular requests. At the present time, even the minimal 30% agreed to in principle by federal and provincial governments can seldom be achieved in practice with grants, while no Canadian university comes close to achieving the 60% - 150% indirect costing commonly received in U.S. universities and by private Canadian consulting firms.

Enrolment

Enrolment growth is often seen as a device for bringing in more funding. The University of Toronto has been operating on a principle of no net growth for some years, except in the summer program and in the graduate school, where enrolment is permitted to increase, consistent with the policy of high standards. The concept of limited enrolment is frequently challenged, but if we are underfunded now with respect to student numbers, more students can only exacerbate the underfunding problem. In general terms, the professional faculties, the social sciences and the basic sciences cannot handle more students without the addition of substantial funds. This means that any capacity that may exist to increase enrolment is mainly in the humanities. The Faculty of Arts and Science is exploring ways of admitting students preferentially to these areas.

University-Business Joint Ventures

Interest in a more active partnership of business and University has been motivated by urgent needs on both sides. Industry is giving a higher priority to research that will help rebuild or establish its technological base. Universities see such partnerships as one way to deal with an intensifying financial squeeze that results in outdated and poorly-maintained equipment, inadequate research facilities and diminished opportunities for research by the faculty and graduate students.

This pressure for a closer partnership poses two strategic questions. The first is whether the benefits outweigh the risks. The committee believes the answer is yes, on the grounds that the University has adequate policies and organizational structures to protect against abuses. The second question is whether the foreseeable benefits will help ease the financial pressure on the University. While in the short-run it is not realistic to expect significant direct contributions to general operating funds from this source, the indirect effects may be substantial. The magnitude of the long-run benefits, however, will depend on the willingness of the University to invest time and money in the next few years to encourage and manage close relations between University and business.

Universities have three different methods of handling University-business ventures:

- a Research ancillaries: these are non-profit, self-sustaining research entities with a business organizational structure, having an affiliation with the University. Their primary purpose is to fund further research.
- b Profit-oriented corporations responsible for the commercialization of University research: this approach may involve licensing to transfer the technology, obtaining contract funds to support further development, or participating in the formation of a new company venture (usually taking a minority equity position).
- c Research relationships: these are partnerships between individual faculty members or University departments and one or more companies or industry associations. Normally they are negotiated within the context of a broad area of mutual research interest (requiring approval by the University as part of the negotiations), and may lead to the formation of a joint research centre. The business partners provide funds for basic or applied research by the faculty, in order to keep in touch with relevant research activities that would otherwise be beyond the scope of their budgets. They might also have first rights of refusal on marketable ideas. As the scope of the research is broad there are few restrictions on the specific research projects.

Participation in partnerships with business exposes the University to academic and financial risks. The academic risks are:

- i that basic research will be diverted away from fundamental questions and the pursuit of knowledge for its own sake, toward research that has profit potential;
- ii that confidentiality requirements will unduly restrict freedom to publish and exchange information; and
- iii that University standards for the conduct of research will be compromised. These are significant concerns, but they can be handled adequately within the guidelines laid out in the November 1982 report of the Research Ancillaries Advisory Group. These guidelines protect the basic interests of the University, while recognizing that outside funding sources may require protection on the timing and format of publication, and rights to patents.

The commercialization of new technologies is inherently risky. The committee does not believe the University has the policies or experience independently to manage new commercial ventures or the financial risks. In the future, the University should be content with a minority equity position, with business partners willing to provide risk capital and entrepreneurial management.

Each of the various possible approaches to University-business relationships poses a different expectation for revenue generation. Research ancillaries for example, cannot be expected to do more than carry some overhead and share the salaries of research staff. There is thus no potential for unrestricted University revenue from this source. The Innovations Foundation is also an unlikely source of revenue for the University in the short-run. The current arrangements for distribution of revenue of the Innovations Foundation give priority to the researcher and the sponsoring department. At the same time the Foundation is seriously underfunded, lacking flexible sources of funds for seed money, and sufficient resources to actively match capabilities and interests of University researchers and business. This problem needs to be addressed by an aggressive business plan based on an analysis of the opportunities for joint business-University research ventures within Canada. However, this plan should not look to the University for any additional capital beyond the \$500,000 already committed. Nor would it be appropriate for a profit-oriented corporation to seek donation funding. Serious consideration should be given to raising equity capital from outside sources.

The most promising area for support appears to be with less formal research relationships such as joint research centres. The possibilities for such partnerships should be actively encouraged. Because the funds from this source generally supplement operating and contract research income, they can be used for discretionary activities that strengthen the capacity of the University to conduct basic research. Although the benefits accrue primarily to the departments involved in the research relationship, there are also benefits to the University as a whole, as a result of the arrangements on the sharing of overhead, with almost two-thirds of the revenue generated from this source flowing to the general University budget.

Sale and Pricing of University Services

The potential additional income that may be realized from each of the many different University activities that are or might be sold is small, but in aggregate the amounts involved are not miniscule, and some of the activities concerned are important both to the University and to the community at large. The proper pricing of at least three different types of University activities needs to be considered carefully, not only as a potential means of increasing income, but also as one way of ensuring better utilization of available resources in general: the sale of services to external users; the sale of ancillary services to internal users; and the sale of services to students. Some of these services should make a reasonable return to the University commensurate with the investment and the contribution they make to University life. Since a detailed and careful examination of the myriad activities that might fall under each of these rubrics is needed before reaching definitive conclusions, the following brief suggestions are intended only to illustrate the pragmatic approach that should be taken in this area.

The School of Continuing Studies, for instance, provides an excellent example of an important and successful University activity that is run ostensibly on a "full" cost-recovery basis. Although the community goodwill towards the University generated by this activity is substantial, it is appropriate to consider whether a surplus for more general purposes might be generated. Similarly, student athletic fees, faculty-staff memberships, rental charges, entrance fees — the entire pricing structure (broadly defined) of athletics at this University needs to be reviewed in order to ensure that increasingly scarce resources are not being unnecessarily lost in this area. Finally, although a good deal of effort has been expended in developing a better internal charging system for computers — there is still obviously some way to go in this regard.

Another area where little attention has been paid to the possibilities for more efficient use of scarce resources, is through the introduction of pricing into areas of physical plant. The use of University space, for example, might look different if a system of full costing — perhaps similar to that introduced in the federal government in the 1970's — were introduced. The point is not that particular units would have to pay for what they now get "free"; it is rather, first, that the budgetary process would have to take into account the full cost of the activities of each unit in a way it now does not; second, that the option of using outside (rather than 'in-house') services could then be more realistically evaluated; and, third, that more decentralized decision-making on such choices, without losing budgetary control, would become possible. The purchasing of supplies and equipment and printing and media services (including for student use) are other obvious areas where changes in accounting and "pricing" might lead to reallocations of funds.

CHAPTER 5

Conclusions

The committee's responsibility was to advise the President on the institutional strategies that he or his successor might consider for the University. In so doing, the committee was not attempting to write detailed policy. It is not qualified to do so, nor is it desirable that it should. Final decisions on the direction of the University must obviously be made by the whole community. The complexities and nature of the governing structure of this large, diverse institution will doubtless make the attainment of consensus on such decisions difficult and time-consuming. We think it essential that every effort be made.

The committee's advice on institutional strategy is premised on a particular conception of the University. The University of Toronto, we believe, is and should continue to rank amongst the major international Universities. Those universities are known for their first-class teaching and research activities. The reaffirmation of this goal is both the committee's first and most important recommendation and an essential reference point from which to judge the wisdom of the many proposals and decisions that will be before the University in the near future.

The recommendations of the present report, which have been collected below, will, if implemented, help the University to maintain and enhance the level of excellence it has been striving to maintain even in the face of substantial declines in government support. Not all these recommendations will be palatable to everyone, but we believe there is no easy alternative to facing the reality of our financial problems and prospects. International and national recognition only comes if the University has excellent staff and students who have the resources available to them to carry out their responsibilities. This is the underlying rationale for the committee's advocacy of changes which will raise the level of excellence required of the academic staff even higher — recognizing that the level is already far higher than in most institutions, whether public or private — and which will allow the University the flexibility it needs to meet new challenges in research and in the classroom. The committee is also aware that it will not be easy to shift resources back to supplies, equipment and support services, but it believes that this choice must be made if we are not to deteriorate into mediocrity. We realize fully that our recommendations on these and other matters offer no panaceas, no painless solutions to the painful problems with which the University is faced; we could find none. We also realise that many of our recommendations are, despite the length and vigour of our deliberations — or perhaps because of them — far from fully developed and may in some instances appear fairly remote from resolving the institution's currently pressing problems. Nevertheless, the committee hopes that its recommendations will be received positively and will be used as a basis on which to build and improve the sorts of policies needed to reaffirm and strengthen the position of the University of Toronto in Ontario, in Canada, and in the world.

The apparent decision of the provincial government to dismantle, by neglect, the university structure it created in the 1960's is, it appears, a fact — a mistake for a province which will need to depend more than ever on its brains for its livelihood. In the face of this fact, we have basically only two alternatives: on the one hand, we can continue to grind down the human and physical capital of the University as has, in effect, been done over the last decade. The result will be, almost inevitably, a large, essentially teaching institution making little or no contribution to knowledge. Alternatively, we can try to adjust to painful reality, by adopting a number of measures, described earlier in this report, which will aid in maintaining academic excellence in every sense. These include:

- 1 tightening up internal review of both individuals and divisions (academic and non-academic);
- 2 reinforcing that tightening with budgetary re-allocations which will appropriately reward true academic merit, and which will ensure that there is an adequate support structure for the teaching and research of this University;
- 3 attempting what can be done to improve the funding constraints.

It is obviously this second road we have urged in this report in the firm belief that only through striving to achieve excellence in what it does, even if need be at the expense of some contraction of breadth, can the University of Toronto play its appropriate role as a national and international leader in scholarship, research and service.

APPENDIX

The Clinical Faculty in the Faculty of Medicine

The clinical faculty in Medicine form an integral part of the University's teaching complement although they differ in many respects from the tenure faculty elsewhere in the university. For one, they are appointed jointly by the University and the hospital in which they concomitantly hold an appointment. For another, there is usually a complex variety of funding arrangements involved, including funds from the Ministry of Colleges and Universities, the Ministry of Health and OHIP fees.

Nevertheless, the University's objectives listed at the beginning of this Report apply to and are fulfilled by the clinical faculty. Although generally not tenured they hold continuing appointments which must therefore be made with rigor and with due regard to appropriate reviews. The Faculty of Medicine, currently in the process of developing a definition of the nature and objectives of a full-time clinical appointment, plans also to delineate the procedures leading to such an appointment and the subsequent review mechanisms that will allow for the evaluation of the faculty member's performance (teaching, research and creative professional activities) at specified intervals. Such reviews might allow for changes in status from full to part-time if a negative report concurs.

Agreement on a definition of a full-time clinical appointment will allow the Faculty of Medicine to identify its core academic group in the clinical areas, and begin to relate the size of that group to the planning process currently underway in the Faculty for the development of areas of concentration in the clinical departments and their hospital bases.



French art history prize goes to U of T fine art professor

by Sandra Sarner

The Prix Bernier for outstanding and meritorious research in French art has been awarded to Professor W. McAllister Johnson of the Department of Fine Art for his exhibition catalogue, *French Royal Academy of Painting and Sculpture: Engraved Reception Pieces: 1672-1789*. The Prix Bernier is one of the most prestigious art-historical prizes granted annually by the Académie des Beaux-Arts of the Institut de France and is rarely awarded outside France. Prof. Johnson is the first Canadian to receive this award which includes a cash prize of 3000 francs.

Johnson prepared the catalogue to accompany an exhibition of engravings that has been touring in Canada since the fall. The show, organized by the Agnes Etherington Art Centre at Queen's University with Johnson as guest curator, makes its final stop in Kitchener. It can be seen at the Kitchener-Waterloo Art Gallery from June 23 to July 31.

Johnson's French-English catalogue is the first devoted to the engravers of France's Royal Academy, the pre-French revolution forerunner of today's Académie des Beaux-Arts. The exhibition and catalogue, six years in the making, were prepared in part as an examination of the historical French print. But, by choosing to bring together the reception pieces of all the Academy engravers of the Ancien Régime, Johnson was able to explore as well a previously poorly-documented period. The catalogue, he writes in his introduction, is a "lost chapter of the history of the Académie Royale de Peinture et de Sculpture and its engravers."

A "reception" or "diploma" piece is a work that was "intended to provide proof of an artist's suitability for full membership" within the Academy. The subject of the piece was determined by the established Academy members, who provided the models and dictated the format for the engravings. In most cases, the models were fine portrait paintings of the Academy's painters and sculptors. The reception piece program thus produced a collection of artists' portraits of artists. The original copper plates



Above, portrait of Jean Jouvenet, painter and director of the French Royal Academy of Painting and Sculpture, engraved by Antoine Trouvain in 1707. Right, portrait of Pierre Mignard, painter, director and chancellor of the Academy, engraved in 1704 by Georg Friedrich Schmidt.



are in the Louvre and restrikes of the prints are available.

"One of the extraordinary things in (the Academy's) enterprise," writes Johnson, "is a sense of history which surpasses style." The reception piece program is a testimony to "the archival sense of the Academy in using engraving to commemorate its history and members." As well, the standardized style of the reception pieces enabled the accumulation of a set of "compositions stressing the nobility of the arts, and thus of the Académiciens entrusted with their prosperity."

It was the task of the artist engraver to recreate a drawing or painting "by transposing a harmony made of a thousand coloured notes onto a plate which has only two — white and black," writes Johnson quoting art historian Jeanne Duportal. Engravings were the main means by which works of art could be circulated and spread. Still, the engraver had scope for the expression of his own imagination and creativity in his interpretation of the

work.

The reception pieces illustrate this well. The engraver set out to create a composition that included, most typically, a framed portrait surrounded by objects associated with the subject artist's trade and reputation — his tools and perhaps his most characteristic work. An engraved portrait was usually done for a particular time, place and circumstance, for example, to document promotion within administrative or social circles. A "print letter" describing the subject and sometimes providing other information on the occasion of the engraving appears at the bottom of every work.

For many of the works in the catalogue, Johnson has included state proofs — prints struck at an intermediate stage in the production of the engraving. These were done in order to allow the artist to view the progress of his work. According to Johnson, state proofs are significant insofar as they can demonstrate processes and

"inform us of the normal working habits of engravers." As a study of print history, this collection reveals "the evolution of techniques and models" and provides "countless examples as to how particular problems were resolved."

Much attention has been paid as well, writes Johnson, to the circumstances surrounding the individual reception pieces. Anecdotal material accompanies each engraving, providing insights into this closed corporation of ambitious individuals charged with the progress of the arts. Of course, "what is recorded is only a very small part of what actually went on in the Académie — the intrigues, the social and familial relations, the ceremonies, the unwritten codes."

The exhibition catalogue, which includes about 200 reproductions, is available from the Agnes Etherington Art Centre for \$20 plus postage and handling.



The painting above, a self-portrait by Hyacinthe Rigaud, was used as the model for the print of Rigaud, painter, rector and past director of the French Royal Academy of Painting and Sculpture, engraved by Jean Daulée in 1742. Centre is a state proof of the engraving which shows the work at an intermediate stage. On the right is the completed print of Rigaud with a painting of his wife, Elisabeth de Gouix.



Books

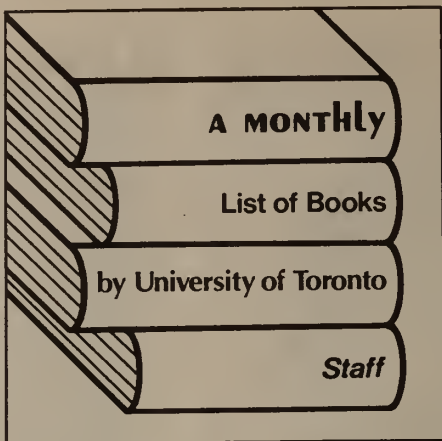
June

The Experiment of Life: Science and Religion, edited with an introduction by F. Kenneth Hare (University of Toronto Press; 203 pages; \$25). A lively and up-to-the-minute review of the no-man's land between science and religion. Leading scholars from both sides of the Atlantic deal with the crucial issues stemming from man's misuse of the environment — the field of social ethics — and with the impact of the new biology including sociobiology.

Personnel Management in Canada, by Noah Meltz* and Thomas Stone (Holt, Rinehart & Winston; 432 pages; \$32.95). An in-depth account of personnel management and its functions in the Canadian context. The exposition focuses on the role and responsibilities of personnel management, spelling out what personnel and industrial relations professionals actually do with respect to each function.

May

The Register Notule Communium 14 of the Diocese of Barcelona (1345-1348): A Calendar with Selected Documents, by J.N. Hillgarth and Giulio Silano (Pontifical Institute of Mediaeval Studies; 365 pages; \$30). The first Spanish episcopal register to be published in calendar form. It is one of the *Communium* series preserved in Barcelona from 1302 onwards, a series which registered the cases coming before the episcopal authorities which were not classifiable as appointments to benefices, ordinations or visitations. Register 14 contains 653 documents, 138 of which are transcribed in full in Part Two. The calendar and selection



of documents — which covers a wide range of forms routinely used by the curia as well as other documents of a more unusual type — will be useful to students of ecclesiastical administration in general and of Spanish history in particular.

Essentials of Canadian Managerial Finance, second edition, by Paul Halpern*, J. Fred Weston and Eugene F. Brigham (Holt, Rinehart & Winston; 743 pages; \$33.95). A thorough coverage of Canadian managerial finance, this edition has been extensively updated and includes new chapters on the time value of money and international finance. The section on working capital management has been completely revised and expanded and more problems have been added throughout the text.

U of T staff are indicated by an asterisk when there is multiple authorship or editorship which includes non-U of T staff.

Nominations invited for search committees

Principal, Innis College
Professor Dennis Duffy's term as principal of Innis College ends June 30, 1984. The vice-president and provost is calling for nominations of individuals to serve on the search committee that will advise the President on the appointment of a principal of the college. The composition of the committee as specified in the Haist Rules is: up to five members of the teaching staff of the college, up to three students of the college, the dean of the School of Graduate Studies or representative, up to three other qualified scholars from within or outside the University but outside the college, and a representative of the college alumni.

The provost requests nominations of individuals to serve on the committee by *June 30, 1983.*

Principal, Scarborough College

Professor Joan Foley's term as principal of Scarborough College ends June 30, 1984. The vice-president and provost is calling for nominations of individuals to serve on the search committee that will advise the President on the appointment of a principal of the college. (For composition of committee, see Innis College notice above.)

The provost requests nominations of individuals to serve on the committee by *June 30, 1983.*

Principal, University College
Professor Peter Richardson's term as principal of University College ends June 30, 1984. The vice-president and provost is calling for nominations of individuals to serve on the search committee that will

advise the President on the appointment of a principal of the college. (For composition of committee see Innis College notice above.)

The provost requests nominations of individuals to serve on the committee by *June 30, 1983.*

Principal, Woodsworth College

Professor Peter Silcox's term as principal of Woodsworth College ends June 30, 1984. The vice-president and provost is calling for nominations of individuals to serve on the search committee that will advise the President on the appointment of a principal of the college. (For composition of committee, see Innis College notice above.)

The provost requests nominations of individuals to serve on the committee by *June 30, 1983.*

Dean, School of Graduate Studies

Dean John Leyerle's term as dean of the School of Graduate Studies ends June 30, 1984. The vice-president and provost is calling for nominations of staff and students to serve on the search committee that will advise the President on the appointment of a dean of the school. The composition of the committee as specified in the Haist Rules is: representatives of each of the divisions of the School of Graduate Studies, at least two of whom shall be deans of faculties.

The provost requests nominations of individuals to serve on the committee by *June 30, 1983.*

Dean, Faculty of Nursing
A search committee for a dean of the Faculty of Nurs-

ing is to be established to seek a successor to Dean Phyllis Jones, whose current term is scheduled to end June 30, 1984. The vice-president and provost invites nominations of individuals to serve on this committee, which will be constituted according to the following University policy: "In the appointment of a dean of a faculty, a special advisory committee shall be appointed by the President of the University, after reference to the chairmen of the constituent departments and the student members of the faculty council, this committee to be composed of up to five members of the teaching staff of that faculty and up to three students of that faculty, the dean of the School of Graduate Studies or representative and up to three other qualified scholars from within or outside the University, but outside the faculty. The chairman of this committee shall be the President of the University or his nominee. The membership of this committee shall be made public and nominations invited."

The provost requests nominations by *July 18.*

Dean, Faculty of Dentistry
A search committee for a dean of the Faculty of Dentistry is to be established to seek a successor to Dean A.R. Ten Cate, whose current term is scheduled to end June 30, 1984.

The vice-president and provost invites nominations for individuals to serve on the search committee. (For composition see Faculty of Nursing notice above.)

The provost requests nominations by *July 18.*

Ashleigh

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Volunteer committee arranges Paint the Town Blue dinner

William B. Harris, former chairman of the Board of Governors and currently treasurer of the Varsity Fund, has announced the members of the volunteer committee he leads that is arranging the Paint the Town Blue fundraising dinner to be held Sept. 21 at the Sheraton Centre.

Members are Chancellor George Ignatieff; Michael dePencier of Key Publishers, writer William Kilbourn, and Robert Ramsay of Remarkable Communications who are handling publicity; David Warrack of Warrack Productions who is producing the show following the dinner; Joan Randall, a government appointee on Governing Council who is in charge of ticket sales; William H. Broadhurst of Price Waterhouse who is treasurer; and Frank Felkai of the law firm McMaster and Meighen, Sydney

Hermant of Imperial Optical and former member of Governing Council, Michael Levine of the law firm Goodman and Goodman, Joseph Lstiburek, civil engineering graduate, and Lee MacLaren, director of private funding.

For details about the dinner, please see the advertisement in the May 24 *Bulletin* or call the Department of Private Funding, 978-2171.

UNIVERSITY OF TORONTO

Bulletin

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Some words of advice to the graduating Class of 8T3 from Margaret Atwood

I am of course overjoyed to be here today in the role of ceremonial object. There is more than the usual amount of satisfaction in receiving an honorary degree from the university that helped to form one's erstwhile callow and ignorant mind into the thing of dubious splendour that it is today; whose professors put up with so many overdue term papers, and struggled to read one's handwriting, of which "interesting" is the best that has been said; at which one failed to learn Anglo-Saxon and somehow missed Bibliography entirely, a severe error which I trust no one present here today has committed; and at which one underwent excruciating agonies not only of soul but of body, later traced to having drunk too much coffee in the bowels of Wymilwood.

It is to Victoria College that I can attribute the fact that Bell Canada, Oxford University Press and McClelland & Stewart all failed to hire me in the summer of '63, on the grounds that I was (a) overqualified and (b) couldn't type, thus producing in me that state of joblessness, *angst* and cosmic depression which everyone knows is indispensable for novelists and poets, although nobody has ever claimed the same for geologists, dentists or chartered accountants. It is also due to Victoria College, incarnated in the person of Northrop Frye, that I didn't run away to England to become a waitress, live in a garret, write masterpieces and get tuberculosis. He thought I might have more spare time for creation if I ran away to Boston, lived in a stupor, wrote footnotes and got anxiety attacks, that is, if I went to Graduate School, and he was right. So, for all the benefits conferred upon me by my Alma Mater, where they taught me that the truth would make me free but failed to warn me of the kind of trouble I'd get into by trying to tell it, I remain duly grateful.

But everything has its price. No sooner had I tossed off a graceful reply to the letter inviting me to be present today than I began to realize the exorbitance of what was expected of me. I was going to have to come up with something to say, to a graduating class of 1983, year of the PhD taxi driver; when young people have unemployment the way they used to have ugly blackheads; something presumably useful, wise, filled with resonance and overview, helpful, encouraging and optimistic. After all, you are being launched, though ever since I experienced the process, I've wondered why "Convocation" is the name for it. "Ejection" would be better. Even in the best of times, it's more or less like being pushed over a cliff, and these are not the best of times. In case you haven't figured it out already, I'm here to tell you that it's an armpit out there. As for your university degree, there are definitely going to be days when you will feel that you've been given a refrigerator and sent to the middle of a jungle, where there are no three-pronged grounded plugholes.

Not only that, the year will come when you will wake up in the middle of the night and realize that the people you went to school with are in positions of power, and may soon actually be running things. If there's anything more calculated to thicken men's blood with cold, it's that. After all, you know how much they didn't know then, and, given yourself as an example, you can't assume they know a great deal more now. "We're all doomed," you will think. (For

example: Brian Mulroney is only a year older than I am.) You may feel that the only thing to do when you've reached this stage is to take up nail-biting, mantras, or jogging, all of which would be recognized by animal-behaviour specialists as substitution activities, like scratching, which are resorted to in moments of unresolved conflict. But we'll get around to some positive thinking in a moment.

"What shall I tell them?" I thought, breaking out into a cold sweat, as I tossed and turned night after night. (Lest you leap to indulge in Calvinistic guilt at the idea of having been the proximate cause of my discomfort, let me hasten to add that I was on a boat. The tossing and turning was par for the course, and the cold sweat can be cured by Graval.) For a while, I toyed with the idea of paraphrasing Kurt Vonnegut, who told one graduating class, "Everything is going to become unbelievably worse and will never get better again," and walked off the stage. But that's the American style: boom or bust. A Canadian would be more apt to say, "Things may be pretty mediocre but let's at least try to hold the line."

Then I thought that maybe I could say a few words on the subject of a liberal arts education, and how it prepares you for life. But sober reflection led me to the conclusion that this topic too was a washout; for, as you will soon discover, a liberal arts education doesn't exactly prepare you for life. A preparation-for-life curriculum would not consist of courses on Victorian Thought and French Romanticism, but of things like How to Cope with Marital Breakdown, Getting More for Your Footwear Dollar, Dealing with Stress, and How to Keep Your Fingernails from Breaking Off by Always Filing Them towards the Centre; in other words, it would read like the contents page of *Homemaker's Magazine*, which is why *Homemaker's Magazine* is so widely read, even by me. Or, for boys, *Forbes* or *The Economist*, and Improving Your Place in the Power Hierarchy by Choosing the Right Suit. (Dark blue with a faint white pinstripe, not too far apart, in case you're interested.)

Or maybe, I thought, I should expose glaring errors in the educational system, or compile a list of things I was taught which are palpably not true. For instance, in high school I made the mistake of taking Home Economics instead of Typing — we thought, in those days, that if you took the Commercial course most of your eyebrows would come off and would have to be drawn on with a pencil for the rest of your life — where I was told that every meal should consist of a brown thing, a white thing, a yellow thing and a green thing, that it was not right to lick the spoon while cooking, and that the inside of a dress seam was as important as the outside. All three of these ideas are false and should be discarded immediately by anyone who still holds them.

Nor did anyone have the foresight to inform me that the best thing I could do for myself as a writer would be back and wrist exercises. No one has yet done a study of this, but they will, and when they start excavating and measuring the spines and arm bones of the skeletons of famous writers of the past I am sure they will find that those who wrote the longest novels, such as Dickens and Melville, also had the thickest wrists. The real reason that Emily Dickenson stuck to lyric poems

with relatively few stanzas is that she had spindly fingers. You may scoff, but future research will prove me right.

But, I then thought, I shouldn't talk about writing. Few of this graduating class will wish to be writers, and those that do should by no means be encouraged. Weave a circle round them thrice, and close your eyes in holy dread, because who needs the competition? What with the proliferation of Creative Writing Courses, a mushroom of recent growth all but unknown in my youth, we will soon have a state of affairs in which everybody writes and nobody reads, the exact reverse of the way things were when I was composing dolorous verses in a rented cupboard on Charles Street in the early 60s.

Or maybe, I thought, I should relate to them a little-known fact of shocking import, which they will remember vividly when they have all but forgotten the rest of this speech. For example: nobody ever tells you, but did you know that when you have a baby your hair falls out? Not all of it, and not all at once, but it does fall out. It has something to do with a zinc imbalance. The good news is that it does grow back in. This only applies to girls. With boys, it falls out whether you have a baby or not, and it never grows back in; but even then there is hope. In a pinch, you can resort to quotation, a commodity which a liberal arts education teaches you to treat with respect, and I offer the following: "God only made a few perfect heads, and the rest he covered with hair."

Which illustrates the following point: when faced with the inevitable, you always have a choice. You may not be able to alter reality, but you can alter your attitude towards it. As I learned during my liberal arts education, any symbol can have, in the imaginative context, two versions, a positive and a negative. Blood can either be the gift of life or what comes out of you when you cut your wrists in the bathtub. Or, somewhat less drastically, if you spill your milk you're left with a glass which is either half empty or half full.

Which brings us to the hidden agenda of this speech. What you are being ejected into today is a world that is both half empty and half full. On the one hand, the biosphere is rotting away. The raindrops that keep falling on your head are also killing the fish, the trees, the animals, and, if they keep being as acid as they are now, they'll eventually do away with things a lot closer to home, such as crops, front lawns and your digestive tract. Nature is no longer what surrounds us; we surround it, and the switch has not been for the better. On the other hand, unlike the ancient Egyptians, we as a civilization know what mistakes we are making and we also have the technology to stop making them; all that is lacking is the will.

Another example: on the one hand, we ourselves live daily with the threat of annihilation. We're just a computer button and a few minutes away from it, and the gap between us and it is narrowing every day. We secretly think in terms not of *If the Bomb Drops* but of *When the Bomb Drops*, and it's understandable if we sometimes let ourselves slide into a mental state of powerlessness and consequent apathy. On the other hand, the catastrophe that threatens us as a species — and most other species as well — is not unpredictable and uncontrollable, like

the eruption of the volcano that destroyed Pompeii. If it occurs, we can die with the dubious satisfaction of knowing that the death of the world was a man-made and therefore preventable event, and that the failure to prevent it was a failure of human will.

This is the kind of world we find ourselves in, and it's not pleasant. Faced with facts this depressing, the question of the economy — or how many of us in this country can afford two cars — doesn't really loom too large, but you'd never know it from reading the papers. Things are in fact a lot worse elsewhere, where expectations centre not on cars and houses and jobs but on the next elusive meal.

That's part of the down side. The up side, here and now, is that this is still more or less a democracy; you don't get shot or tortured yet for expressing an opinion, and politicians, motivated as they may be by greed and the lust for power, are — nevertheless or because of this — still swayed by public opinion. The issues raised in any election are issues perceived by those who want power to be of importance to those in a position to confer it upon them. In other words, if enough people show by the issues they raise and by the way they're willing to vote that they want changes made, then change becomes possible. You may not be able to alter reality, but you can alter your attitude towards it, and this, paradoxically, alters reality. Try it and see.

As for a liberal arts education, it may not be much help on the subject of how to file your nails, but it does provide you with things that are perhaps in the long run even more useful to know, such as quotations suitable for the endings of speeches like this one. I will now provide several: "No man is an island, entire of itself." "The malice of the wicked is reinforced by the weakness of the virtuous." And, from Oscar Wilde, who said a lot of things that people have mistaken for jokes: "The basis for optimism is sheer terror."

And, for those who skipped Greek mythology in favour of computer technology: there was a lot of junk in Pandora's box, but hope was at the bottom.

And, for those who thought mediaeval theology was obsolete: the unforgiveable sin is still despair.

Job stress program begins this summer

Strategies for identifying and coping with job stress will be discussed in group sessions at the Clarke Institute of Psychiatry on Wednesday evenings from July 27 to Sept. 14.

The program will be led by Dr. Mary Seeman, a psychiatrist in the Department of Social & Community Psychiatry, and Arlene MacBride, a mental health consultant who does research on stress. Each session will combine a lecture and a practical discussion of problems experienced by group members.

Sponsor of the program is the Department of Social & Community Psychiatry. Cost is \$200. Registration can be arranged by phone at 979-2221, extension 614.

Events

Lecture

The Beginnings of Political Parties in 19th Century Serbia.

Wednesday, July 6
Prof. Gale Stokes, Rice University, Houston. Croft Chapter House. 8 p.m.
(Community Relations and Serbian Heritage Academy)

Seminar

Neural Control of Gene Expression.

Monday, June 20
Dr. Dirk Pette, University of Konstanz. 417 Best Institute. 4 p.m.
(BDDMR)

Concerts

Sounds of Summer.
Series being given in conjunction with Royal Conservatory's summer school. Concerts will be in Walter Hall, Edward Johnson Building.

Tuesday, June 21
Concerto delle Donne: L'Ensemble Musica Secreta. 8 p.m. Tickets \$2, students and senior citizens \$1.

Thursday, June 23
Joseph Macerollo, accordion; Mary Morrison, soprano; Beverley Johnston, percussion. 7 p.m. Tickets \$2, students and senior citizens \$1.

Friday, June 24
Baroque student performance. 8 p.m.

Tuesday, July 5
Atis Bankas, violin; Regina Bankas, violin; Marianna Rozenfeld-Milkis, piano. 5.15 p.m. Tickets \$2, students and senior citizens \$1.

Kendall Taylor, piano. 8 p.m. Tickets \$5, students and senior citizens \$2.

Thursday, July 7
York Winds with Marc Widner, piano. 8 p.m. Tickets \$5, students and senior citizens \$2.

Friday, July 8
Barbara Collier, soprano; Glyn Evans, tenor; John Coveart, piano. 8 p.m. Tickets \$5, students and senior citizens \$2.

Tuesday, July 12
Chinook: Alexander Pohran, oboe; Gwilym Williams, clarinet; Stephen Mosher, bassoon. 5.15 p.m. Tickets \$2, students and senior citizens \$1.

Thursday, July 14
York Winds with Douglas Bodle, harpsichord. 8 p.m. Tickets \$5, students and senior citizens \$2.

Governing Council & Committees

Committee on Campus & Community Affairs.

Tuesday, June 21
Council Chamber, Simcoe Hall. 4 p.m.

Business Affairs Committee.

Thursday, June 23
Convenes following 4 p.m. Audit & Finance Subcommittee meeting. Board Room, Simcoe Hall.

Meetings

Conference on Counselling.

Monday, June 20 and Tuesday, June 21
Workshops on cross-cultural communications, referral, disabled students, listening skills, learning disabilities, alcohol and drug related issues, front line staff, career expectations and academic issues. Innis College. Keynote address: Prof. Michael Finlayson, Department of History. Town Hall, Innis College. 1.30 p.m. Monday, 1 to 5 p.m.; Tuesday, 9 a.m. to 4 p.m. Fee \$10.
Registration and information: Advisory Bureau, 978-2684.

Computing Services.

DecSystem-10 Assembler.

Monday, June 20 to Friday, June 24
Topics to be discussed include hardware considerations, DEC-10 instruction set, assembler formatting and pseudo-operations, monitor calls and debugging techniques. Registration fee \$10.

Introduction to SAS.

Monday, June 20 to Friday, June 24
Topics to be discussed include definition of terms (i.e., variable observations and missing values), creation of files from raw data, data cleaning and descriptive statistics. Registration fee \$10.

Introduction to Wylbur.

Monday, June 27 to Wednesday, June 29
Topics to be discussed will include data collection and

manipulation, file handling, text editing, the 'DO' EXEC and how to get help. Registration fee \$10.
Information, 978-4565.

Women and Office Automation.

Tuesday, June 21
Prof. Lorna Marsden, Department of Sociology. Gallery Club, Hart House. 7.30 to 9 a.m. Fee \$2.50. (Women's Networking Group)

FIP: Frontiers in Physiology.

Thursday, July 14
A poster symposium of current research and presentations by several guest speakers. Seminars: Position Sense and Its Relations to Receptors of the Neck, Dr. Vivian Abrahams, Queen's University. 9 a.m. Microvascular Red Cell Flow and Oxygen Transport to Tissue in Skeletal Muscle, Dr. Alan Groom, University of Western Ontario. 12 noon. Regulation of Expression of the Gene for Malic Enzyme: A Model for Analyzing the Actions of Glucagon and Thyroid Hormone, Dr. Alan Goodridge, Case Western Reserve University. 4 p.m. All seminars will be held in 3227 Medical Sciences

Building. Poster displays will be in the Alumni Common Room, third floor, Medical Sciences Building from 9 a.m. to 5 p.m.

Information: Fred Haynes, 978-2429.
(U of T Graduate Association of Students in Physiology and Physiology)

Exhibitions

The Art Latham Magic Collection and Private Collectors.

To July 5.
Sponsored by Community Relations and Whitchurch-Stouffville Public Library.

Ontario's Early Court Houses: Outposts of Justice, Symbols of Order, Centres of Activity. and Thomas McKay and His Legacy.

July 11 to August 31
Sponsored by Community Relations and Ontario Heritage Foundation. Main exhibition area, Roberts Library.

John Gregg, Paintings.

To July 1

Toronto Photographer's Workshop.

July 5 to July 29
Erindale College. Gallery hours: Monday-Friday, 10 a.m. to 9 p.m.; Saturday-Sunday, 2 to 5 p.m.

The Revival of Wood Engraving: English Illustrated Books 1915-1950.

To June 30
Thomas Fisher Rare Book Library.

Prints and Plates, 23 Quebec Printmakers, The Lavalin Collection.

To June 30
Selections from the Hart House Permanent Collection.

July 7 to August 18
Hart House. Justina M. Barnicke Gallery hours: Tuesday-Saturday, 11 a.m. to 6 p.m.

Karena Massengill, Installation.

July 4 to August 12
Scarborough College. Gallery hours: Monday-Thursday, 9 a.m. to 7 p.m.; Friday, 9 a.m. to 5 p.m.; Sunday, 2 to 5 p.m.

Miscellany

Campus Tours.

To Friday, September 2
Walking tours of the St. George campus will be given week-days during June, July and August at 10.30 a.m., 12.30 and 2.30 p.m. from the Map Room, Hart House. Student guides give hour-long tours in English, French, German or Spanish. Special tours are available for groups, please make arrangements in advance.
Information: Campus Tours, Hart House, 978-5000.

Pollution Probe.

Armchair Solar Tour.
Tuesday, June 21
Slides and discussion on how solar energy is being put to practical use. 7 to 9 p.m. Fee \$3.

Pest Control in Your Garden.

Tuesday, June 28
Seminar on control of garden pests without the use of hazardous chemicals. 7 to 9 p.m. Fee \$3.
Ecology House, 12 Madison Ave.
Information on all Pollution Probe activities, 967-0577.

New Hart House Orchestra.

Thursdays, June 23 to September 1
Summer program. Informal drop-in reading rehearsals open to students, alumni, faculty and staff; no audition necessary. Great Hall, Hart House. 7.30 to 9.30 p.m.

Hart House Gallery Club

Summer is the best time to introduce a friend to the Gallery Club

Linger over lunch at a table overlooking the Quadrangle or the Great Hall of Hart House. Our hot and cold luncheon buffet is still the best bargain on campus at only \$6.

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PACIS' approach 'unwarranted and self-defeating'

The following is a response by the Executive Committee of the University of Toronto Faculty Association to the draft report of the Presidential Advisory Committee on Institutional Strategy.*

Harvey Dyck
President

In the summer of 1982 President James Ham established a Presidential Advisory Committee on Institutional Strategy (PACIS) to serve, in his words, "as a committee of reference for recommendations for strategic direction brought to it by the provost." The 17 member committee, chaired by Provost David Strangway, consists mainly of persons who now hold, or have held, administrative positions at the U of T. The committee's terms of reference indicate that its assignment was to vet recommendations from the central administration, including budget proposals, before they were sent for approval to Governing Council.

This appears not to have happened, however. Instead, the committee has now come forward with a major draft report at the very end of President Ham's term of office. The draft report, which is marked "not for circulation" has nevertheless been widely distributed and was the main subject of discussion at a full day retreat of principals, deans and chairmen recently organized by the provost. Moreover, a major story in the *Bulletin* (May 9) reported that participants at this retreat had agreed to support the main PACIS recommendations. (Discussions suggest that this story is seriously in error. We have been informed that there were major disagreements at the retreat on key proposals and that mechanisms, such as a vote, were not used for weighing opinion.)

This background compels UTFA to treat the draft report as a public document. To be sure, several members of the PACIS committee have reminded us that the draft report does not bear signatures, and that they are themselves firmly opposed to some of its most controversial proposals. The provost, however, has assured us that the final report is unlikely to differ much from its predecessor except in minor detail and phrasing. At the very least, then, the spirit in which the draft report has been written and its central recommendations must be viewed as reflecting the long standing and well known opinions of Provost Strangway, chairman of PACIS, reputed architect of its overall approach, and principal source of its major recommendations relating to faculty and to teaching. Members should keep this fact constantly in mind in evaluating the draft report.

Some secondary parts of the draft report undoubtedly have merit and may be intrinsically worthy of further consideration. Our overall review, however, leads us reluctantly to conclude that the basic perspectives and recommendations of the draft report are so perverse, unworkable and deeply flawed that the entire report must be rejected without qualification as the basis of policy planning at the University of Toronto.

First of all, the University community must say categorically "no" to the fundamentally pessimistic assumption underlying all of the recommendations, namely that the U of T has



minimal influence over its external environment and, whatever its efforts, can expect little improvement in its basic operating income during the coming decade.

This boundless, and almost certainly self-realising, fatalism is belied by a context of encouraging circumstances, which PACIS should have recognized, and which the incoming administration is duty-bound to exploit. A reviving provincial and national economy promises real growth. The metropolitan Toronto press is sympathetic to our needs. A campus-wide coalition (GRAUT) has evolved that is skillful and committed to developing a coherent and sustained lobbying strategy. President-elect Forster recognizes the potential of the U of T for more effective fundraising and better lobbying. Furthermore, the U of T enjoys the support of alumni and public opinion that can be mobilized on behalf of more adequate fundraising and provincial funding. Lastly, the provincial government is increasingly concerned that our underfunded universities are no longer able to meet legitimate public expectations for high quality education, first rate research and competitive technology.

The U of T's case for better funding is intrinsically strong. What we require to carry on our assigned functions in teaching, research and public service is well within the capacity of our economy, and of our political system, to provide. This conviction should form the basis of all of our efforts. The contrary approach, which underlies PACIS' recommendations, is unwarranted and self-defeating.

We find equally unacceptable PACIS' curiously ahistorical perspective and almost totally derivative concepts, which render much of the report arid and insubstantial. Nowhere, for example, does PACIS seriously acknowledge the great solidity and depth of this institution or ponder the unique sources of its strength and accomplishments. We should try to protect this heritage and build on it, not wish it away through icy disregard, as PACIS does. The U of T has a mature and productive faculty, which is the chief basis of its international esteem. Yet the casual reader of this report is not so informed, for the report is suffused with suspicion and disdain of faculty. Indeed the reader would be surprised at the outstanding record of scholarship documented in one distinguished area at the U of T by a recently published, 281 page, School of Graduate Studies volume entitled *Inventory of Research in Progress in the Humanities at the University of Toronto*.

PACIS should also have noted that, over the century and a half of its existence, the U of T has developed academic norms and an academic ethos that are reflected in a singular harmony of organization and commitment. The U of T has struck a balance between graduate and undergraduate education, among its campuses and

between arts and sciences, on one side, and professional faculties on the other. Above all, there is an enviable balance in commitment of faculty to teaching and to scholarship and in loyalty to their profession, and to the University. Such balance and loyalty, on which our accomplishments rest, should not be denigrated nor trifled with, but made the very foundation of thinking about the future.

We further object to PACIS' total disregard, in its analysis and recommendations, of the teaching function of the U of T. Much of our reputation as a university stems from a long record of achievement in this area. Yet, while the draft report repeatedly defines "excellence", "quality", and "world class" as yardsticks of accomplishment, it nowhere applies these measures to teaching. On the contrary, there is a ringing implication throughout the PACIS report to the effect that teaching is unimportant. It is, in fact, defined as punishment and the further serious deterioration of student/staff ratios is recommended through faculty cuts, virtually as an aside, without weighing the consequences. Were the PACIS proposals on the size of the teaching complement to be realized, the U of T's student/staff ratio, which is already the highest of any Ontario university by far, would equal that of the public school system and be about two and a half times that of Harvard and Princeton. We should not, as PACIS would have us, plan for such a future. Our firm resistance to this possibility should constitute the basis of our appeal to government and the public.

Fatalism respecting funding, an ahistorical perspective, indifference to teaching and an inclination to seek instruction from limited, and largely inappropriate, American examples are parts of the essential framework for the PACIS recommendations pertaining to faculty. This subject is fully examined in a CAUT critique of the draft report, printed in an *UTFA Newsletter* (June 2, 1983), with which we concur completely. The effect of the PACIS proposals, if implemented, would be a radical dilution of the protection of academic freedom available to faculty members under the Haist Rules.* As the CAUT points out, the root source of the PACIS blunders in this area is the sadly mistaken assumption that the "capacity to plan for excellence is directly related to the capacity to review the faculty". From this assumption flows a series of proposals that would establish a system of surveillance, review and punishments for faculty, in which they would be forced to live out their academic lives. How teaching and scholarship could prosper in so hostile and punitive an atmosphere, and why distinguished scholars and teachers would willingly submit themselves to such insecurity, indignities and harassment are questions nowhere answered in the draft report.

Common sense, we think, suggests that the challenge for the U of T is what it has always been, to attract and hold academics of the greatest distinction. This is unlikely to happen within an institution reconstructed in the spirit of a reformatory. As a faculty association, we agree with the contrary views on this subject expressed

by Professor R.M. Hare, White's Professor of Moral Philosophy, University of Oxford. Recently he gave this balanced defence of academic freedom as it relates to tenure:

We want academic communities which are happy, harmonious and productive; and they will be none of these things if the people in them think they are being treated unfairly. The trick is to harness this feeling of fairness to principles of justice whose acceptance does the best for all, considered impartially.

A system which avoids putting arbitrary power into the hands of officials; which gives people security and a voice in affairs from the start; which lets them make a way on their own merits in the eyes of their peers; which gives them the freedom to think and express their own thoughts without fear — such a system is likely to produce happy academic communities which will do the job the wider community expects of them. The principles which inform such a system are in accord with our ordinary ideas about freedom and fairness; but the justification for adopting them is that that is for the general good.

Finally, we take strong exception to the sharply centralizing thrust, encouragement to arbitrariness, shallow research and the lack of rigorous analysis which characterizes the draft report. The report makes much, for example, of the damaging budgetary consequences of an increase in the average age of faculty members over the past decade. But its conclusion that the average age of 40 of faculty in 1971 is the norm that we should be trying to reestablish, ignores the fact that the U of T faculty was abnormally young at that time. Indeed some rather elementary calculations indicate that the average age of academics in a steady state institution, with a normal demographic distribution of faculty, would be close to the average age of the U of T faculty today. This simple fact undercuts one of the main arguments of the draft report and is typical of the weak footing on which many of the recommendations rest.

The Executive Committee and Council of the U of T Faculty Association have difficulty in imagining any series of changes to the draft report that would make it acceptable for serious debate by the University community. The flaws are fundamental. They are of perspective and tone. This was also the conclusion reached by UTFA Council at a meeting held on May 26, at which the following motion passed unanimously:

"That UTFA Council reject the Draft Report of the Presidential Advisory Committee on Institutional Strategy as the basis of planning and negotiations at the University of Toronto."

We are confident that faculty members and librarians will support this position and thus help clear the way for a renewed and serious discussion of policy and planning issues with incoming President Donald Forster, in autumn. The faculty association, for its part, looks forward to negotiations on matters within its purview that are conducted in an atmosphere of respect for our strengths and accomplishments, as well as for due process, and without contemplating measures that involve threats to academic freedom.

* Professor Dyck said that because he did not have a copy of the final report, he could not comment in time for this issue, and requested the Executive Committee's response to the draft report be published.
Editor.

* In the view of the CAUT, such action would result in the "most retrogressive amendments to the Canadian tenure system ever attempted" and would represent a "serious threat to academic freedom".

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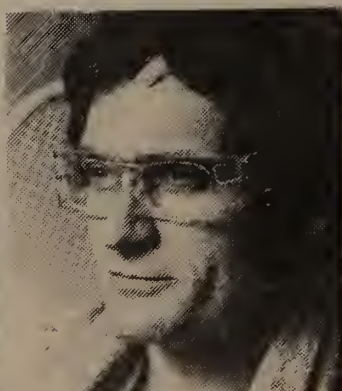
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